

EZINQOLENI MUNICIPALITY
INTERGRATED DEVELOPMENT PLAN
2016/2017



ABBREVIATIONS USED IN THIS DOCUMENT

AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral therapy
ARV	Antiretroviral
ASGISA	Accelerated Shared Growth Initiative of South Africa
BBBEE	Broad Based Black economic Empowerment
CDWs	Community Development Workers
CFO	Chief Financial Officer
COGTA	Co-operative Governance and Traditional Affairs
DBSA	Development Bank of Southern Africa
DAEA	Department of Agriculture and Environmental Affairs
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
DLA	Department of Land Affairs
DM	District Municipality
DoHS	Department of Human Settlement
DoL	Department of Labour
DWAF	Department of Water Affairs & Forestry
EIA	Environmental Impact Assessment
EKZNW	Ezemvelo KwaZulu-Natal Wildlife
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
FBS	Free Basic Services
FET	Further Education and Training
HH	Households
HIV	Human Immune-deficiency Virus
HR	Human Resources
ICT	Information Communications Technologies
IDP	Integrated Development Plan
IDPRF	Integrated Development Plan Representative Forum
IGR	Inter Governmental Relations
ISRDP	Integrated Sustainable Rural Development Programme
IWMP	Integrated Waste Management Plan
KZN	KwaZulu-Natal
LED	Local Economic Development
LGSETA	Local Government SETA
LM	Local Municipality
LRAD	Land Redistribution Programme
LUF	Land Use Framework

LUMS	Land Use Management System
MIG	Municipal Improvement Grant
MM	Municipal Manager
MPA	Municipal Plan of Action
MSIG	Municipal Systems Improvement Grant
NEMA	National Environmental Management Act
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PSEDS	Provincial Spatial Economic Development Strategy
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
STATSSA	Statistics South Africa
ToR	Terms of Reference
VCT	Voluntary Counselling and Testing
WESSA	Wildlife and Environmental Society of South Africa

EXECUTIVE SUMMARY	14
1.1INTRODUCTION TO EZINQOLENI MUNICIPALITY	14
1.1.1 Locality	14
Map 1: Location of Ezinqoleni Local Municipality within the Ugu District	15
Table 1: General Ward Information	15
1.1.2 Demographics	16
1.2 Development Of The Plan	16
1.3 Key Development Challenges	21
Table 3: Key Development Challenges	22
1.4 Ezinqoleni Municipality: Long Term Vision	22
1.4.1 Emerging strategic Elements	22
1.5 How Will Performance Be Measured.....	23
1.6 How Was The IDP Developed.....	24
1.7 SUMMARY OF PREVIOUS (2015/2016) MEC COMMENTS	24
Table 4: MEC Comments	25
1.8 Amalgamation Between Ezinqoleni And HCM.....	25
Table 5: Coporate committee table	27
Table 6: Planning Committee table.....	28
Table 7: Finance Committee table	29
1.9 What to expect from the municipality in the next 5 years	30
Table 8: Expectation table	30
1.10 Municipality achievement for the past 5 years	30
1.11 Catalytic Projects.....	30
Table 9 : Catalytic Projects table.....	30
1.12 SWOT Analysis.....	31
Table 10: SWOT Analysis	32
2. PLANNING AND DEVELOPMENT PRINICIPLES.....	33
2.1 Spatial Planning And Land Use Management Principles	33
Table 11: SPLUMA table.....	33

2.2	34
Millennium Development Goals (MGDS).....	34
Table 12: Table reflecting the MDGs and Ezingoleni response	35
2.3 The Sustainable Development Goals	36
Table 13: Table reflecting the SDG and Ezingoleni response	37
2.4 National Development Plan: 2030	37
Table 14 : National Development Plan table	39
2.5 Back To Basics	39
2.6 Government Outcomes.....	40
Table 15: Outcomes table	41
2.7 STATE OF THE NATION ADDRESS	41
2.8 STATE OF THE PROVINCE	42
2.9 KZN PGDS (7 Goals)	42
Table 16: PGDS Table and applicability to Ezingoleni.....	42
2.10 Ugu District Growth and Development Plan.....	43
Table 17: UGU DGDS and Ezingoleni Objectives.....	43
3.1 DEMOGRAPHIC CHARACTERISTICS	44
3.1.1POPULATION	44
Table 18: Ezingoleni Population (source; statistics South Africa, 2011).....	44
3.1.2 AGE GROUPS	44
3.1.2 GENDER RATIOS	45
Graph 2: Age Distribution in Ezingoleni (Statistics South Africa, 2011).....	45
Graph 3: Gender breakdown by ward (Source; Statistics South Africa, 2011)	46
3.1.3 Population Groups	46
Graph 4: Geography by Population groups (Statistics South Africa, 2011)	46
3.1.4 HOUSEHOLDS.....	47
Table 19: Average Household size (Statistics South Africa, 2011)	47
3.1.5 SPATIAL POPULATION DISTRIBUTION	47
Graph 5: Population Groups(Statistics South Africa, 2011).....	47
Map 2: Population Distribution	48

3.1.6 KEY TRENDS.....	48
3.2 SPATIAL ANALYSIS	49
3.2.1 REGIONAL CONTEXT	49
Map 3: Illustrating regional context.....	49
3.2.2 Administrative Entities.....	50
Map 4: Administrative entities of Ezingolweni municipality	50
3.2.3 STRUCTURING ELEMENTS	51
Map 5: Topography of Ezingolweni Municipality	51
3.2.4 Topography	52
3.2.4.1 SLOPE ANALYSIS	52
Map 6: Slope analysis of Ezingolweni Municipality	52
3.2.5 EXISTING NODES	53
3.2.5.1.1 NODES	53
Map 7: Ezingolweni Rural Nodes and accessibility network	54
3.2.5.2 URBAN EDGES	54
Picture 1: illustrates the Nqabeni node and its proposed urban edge	54
Picture 2 illustrates that of Ezingolweni urban node	55
3.2.5.3 Corridors	55
Map 8: Accessibility Network.....	56
3.2.6 BROAD LAND USES.....	56
Map 9: Ezingolweni Conservation worthy areas	57
3.2.7 Land Ownership & Land Reform	57
Map 10: Land tenure.....	58
3.2.8 Land Capability.....	58
Map 11: Environmental areas.....	59
3.2.9 ENVIRONMENTAL ANALYSIS	59
3.2.9.1 KEY HYDROLOGICAL FEATURES.....	59
3.2.9.1.1 Water Bodies & Catchment Areas	59
3.2.10.2 PROTECTED AREAS.....	61
Map 12: Catchments	61

Map 13: Environmental analysis.....	63
3.2.11 LAND COVER	63
Map 14:Land cover	64
3.2.12 AIR QUALITY	64
3.2.13 STRATEGIC ENVIRONMENTAL ASSESSMENT	64
3.2.14 SPATIAL AND ENVIRONMENTAL TRENDS AND ANALYSIS.....	65
Table 20: Spatial and environmental trend analysis.....	66
3.2.15 SPATIAL AND ENVIRONMENTAL OPPORTUNITIES AND CONSTRAINTS.....	67
3.2.15.1 OPPORTUNITIES	67
3.2.16 SWOT ANALYSIS	68
Table 21: Spatial and Environmental SWOT analysis.....	69
3.2.17 DISASTER MANAGEMENT	69
3.2.18 Risk Reduction.....	70
3.2.19 SWOT ANALYSIS	71
Table 22 : Disaster management SWOT analysis.....	72
3.3.1INSTITUTIONAL ARRANGEMENTS.....	73
3.3.1 ADMINISTRATION	73
3.3.2 POLITICAL ARRANGEMENTS.....	73
Table 23: Ezingolweni Councillor.....	73
Graph 6: Political Portfolios	74
Table 24: Chairpersons and members of portfolio committees	74
Table 25: Political party representation	74
3.3.3 MUNICIPAL POWERS AND FUNCTIONS	75
3.3.3.1 Municipal status on the performance of powers and functions	75
Table 26: Municipal Powers and Functions	76
3.3.4 ORGANISATIONAL STRUCTURE.....	76
3.3.4.1 Corporate Services Department	76
Graph 7; Corporate Service Organogram	78
3.3.4.2 Technical and Community Services	79
Graph 8: Technical Services Organogram	79

3.3.4.3.Budget and Treasury Office	80
Graph 9: Budget and Treasury Office Organogram	81
3.3.4.4 Municipal Manager’s office	81
Graph 10: Office of the Municipal Manager Organogram.....	82
3.3.5. MUNICIPAL INSTITUTIONAL CAPACITY	82
3.3.5.1 Institutional Capacity	82
3.3.5.2 Skills Development.....	83
3.3.5.3 Human Resources Policies	83
Table 27: Human Resources Policies and Plans	84
3.3.6 Disestablishment and merger of Ezinqoleni Hibiscus Coast LMs	84
3.3.6.1 Vacancy Rate	86
3.3.7 Auditor General Concerns.....	86
3.3.8 ICT Policy framework	86
3.3.9 Municipal Transformation and Organizational Development SWOT ANALYSIS	86
Table 28: Municipal Transformation and Institutional Development SWOT analysis	86
3.4.1 WATER AND SANITATION	87
Table 29: Access to piped water	87
3.4.1.1 SOURCES OF WATER	87
Table 30: Sources of water per ward	88
Graph 11: Sources of water	88
3.4.1.2 ACCESS TO WATER	88
Table 31.....	88
Map 15: Accessibility to water	89
3.4.1.3 SANITATION	89
Graph 12: Sanitation per ward.....	90
Table 32: Access to sanitation.....	90
3.4.2 REFUSE REMOVAL	91
Graph 13: Refuse removal	91
3.4.3 TRANSPORTATION INFRASTRUCTURE	92
<u>REGIONAL DISTRIBUTION ROUTES</u>	92

Map 16: Transportation Network	94
Table 33: Access to electricity.....	95
Graph 14: Energy sources	95
Map 17: Electricity Network	96
3.4.4 ENERGY	96
Table 34: Energysource	97
3.4.5 Access to community facilities.....	97
Table 35: Access to community facilities	98
3.4.6 HUMAN SETTLEMENTS	98
Graph 15: Dwelling types per ward	100
3.4.7 Telecommunication	100
3.4.8 AG ACTION PLAN.....	100
3.4.9 SWOT Analysis.....	100
Table 36: Basic Service Delivery SWOT Analysis	100
3.5 LOCAL ECONOMIC DEVELOPMENT	101
3.5.1 EZINQOLENI WORK FORCE.....	101
Table 37:Ezinqoleni Workforce (StatsSA 2011)	102
3.5.2 MAIN ECONOMIC CONTRIBUTORS	102
Table 38: Ugu District Economic Sectors	103
Graph 16: Contribution of Local Municipalities within the Ugu District to tourism (HIS Global Insight)	104
3.5.3 EMPLOYMENT AND INCOME LEVELS	104
3.5.3.1 EMPLOYMENT	104
3.5.3.2 UNEMPLOYMENT DISTRIBUTION.....	105
Graph 17: Employment per sector (Statistics South Africa 2011)	105
Map 18: Unemployment Distribution.....	106
3.5.3.3INCOME LEVELS	106
Graph 18: Income distribution per ward	106
Table 39: Individual monthly income per ward (Statistics South Africa 2011)	107
Graph 19: Household income; StatsSA, 2011)	107

Map 19: Poverty distribution in Ezingoleni.....	108
3.5.4 SMME DEVELOPMENT	108
3.5.5 INFORMAL ECONOMY POLICY	110
3.5.5.1 Economic Principles	110
3.5.5.2 Social Principles.....	111
3.5.5.3 Spatial Principles	111
3.5.6TOURISM.....	113
Map 20: Tourism Resources in Ezingoleni LM	114
Table 40: Accomodation by number of rooms	115
3.5.6.1 KEY LOCAL ECONOMIC DEVELOPMENT AND TOURISM INITIATIVES.....	115
3.5.7MUNICIPAL COMPARATIVE AND COMPETITIVE ADVANTAGES.....	116
3.5.7.1 INFORMAL SECTOR	116
3.5.7.2 EXTENDED PUBLIC WORKS PROGRAMME (EPWP)	116
3.5.7.3 LED PROJECTS.....	116
3.5.8 KEY ECONOMIC ISSUES	117
3.5.9 EDUCATION	118
Table 41: Education Levels; source StatsSA,2011).....	118
Table 42: Educational enrolment: Source StatsSA,2011.....	119
Table 43: Highest level of education; Source StatsSA,2011.....	119
Table 44: School attendance; StatsSA,2011.....	119
3.5.9.1 DISTRIBUTION OF SCHOOLS.....	120
Map 21: Distribution of primary schools in Ezingoleni.....	121
Map 22: Distribution of Secondary schools in Ezingoleni.....	122
3.5.10 HEALTH.....	122
Map 23: Distribution of Clinics in Ezingoleni	123
Table 45: Clinics per ward	123
Table 46: Child health facilities per ward.....	124
Map 24 Distribution of clinics in Ezingoleni.....	124
3.5.11 SAFETY AND SECURITY	125
Map 25: Distribution of police stations in Ezingoleni	125

3.5.12 SOCIAL FACILITY INTERVENTIONS.....	125
Table 47: Proposed interventions to social facilities	126
3.5.13 NATION BUILDING AND SOCIAL COHESION.....	126
COMMUNITY DEVELOPMENT FOR VULNERABLE GROUPS.....	127
Table 48: LED and social development SWOT Analysis	129
Table 49: Key challenges	129
6.1 CAPITAL PROJECTS	130
6.2 INDIGENTSUPPORT	131
6.3 MUNICIPAL CONSUMER DEBT POSITION.....	132
6.4 GRANTS AND SUBSIDIES	132
6.5 Municipal Grant Dependency	132
6.6 MUNICIPAL INFRASTRUCTURE ASSETS	132
6.7 CURRENT AND PLANNED BORROWING	133
6.8 MUNICIPALITY’S CREDIT RATING	133
6.9 EMPLOYEE RELATED COSTS (INCLUDING COUNCILOR ALLOWANCES).....	133
6.10 SUPPLY CHAIN MANAGEMENT	133
6.11 Auditor General Audit Opinion	133
7.1 NATIONAL AND PROVINCIAL PROGRAMMES	135
7.1.1 EXPANDED PUBLIC WORKS PROGRAMME.....	135
Table 50; Job creation through EPWP.....	135
7.2 INTERGOVERNMENTAL RELATIONS	135
7.2.1 NATIONAL INTERGOVERNMENTAL STRUCTURES	136
7.2.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURES	136
7.2.3 DISTRICT INTERGOVERNMENTAL STRUCTURES.....	137
7.3 MUNICIPAL STRUCTURES.....	138
7.4 AUDIT COMMITTEE	138
7.5 STATUS OF MUNICIPAL POLICIES	139
Table 51: Status of municipal policies.....	140
.....	140
MUNICIPAL BYLAWS	141

Table 52: Municipal bylaws.....	141
PARTICIPATION ANALYSIS	142
Table 53: Community needs	143
OPERATION SUKUMA SAKHE AND WAR ROOM	143
WARD COMMITTEES.....	144
AMAKHOSI IN COUNCIL MEETINGS	144
EZINQOLENI COUNCIL.....	144
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	144
MUNICIPAL BID COMMITTEE	144
INTERNAL AUDIT AND PERFORMANCE AUDIT COMMITTEE	144
SWOT ANALYSIS	145
8.1 MUNICIPAL STRATEGY DEVELOPMENT.....	146
8.1.1 THE AIM OF THE SESSION	146
8.2 VISION, MISSION AND STRATEGIES	146
8.2.1 Emerging strategic Elements	147
8.3 KEY DEVELOPMENT ISSUES	147
8.3.1 Local Economic and Social Development.....	154
8.3.2 Basic Service Delivery.....	155
8.3.3 Municipal Transformation and Institutional Development	155
8.3.4 Good Governance and Public participation	156
8.3.5 Cross Cutting Interventions.....	156
8.3.6 Financial Viability and Management (ABOVE)	156
Local Economic And Social Development	156
BASIC SERVICE DELIVERY	158
Good Governance and Public Participation	161
Cross Cutting Interventions	163
8.3.7 IDP and budget alignment	163
INTENDED FUTURE LAND USES.....	164
CONSERVATION AREAS	164
Map 26: Conservation Areas.....	165

AGRICULTURAL AREAS	165
Map 27: Agricultural Areas	167
RESIDENTIAL AREAS	168
Map 28: Future Residential Areas.....	169
Table Housing Projects implemented	170
INDUSTRY	171
MANUFACTURING SMME SUPPORT	171
TOURISM	171
CAPITAL INVESTMENT FRAMEWORK.....	173
Map 29; Capital Projects	174
Capital Investment Analysis	175
HIGHLIGHTS OF OPERATING EXPENDITURE.....	197
Employee Related Costs.....	197
Remuneration of Councillors	198
Working Capital Reserve	198
Depreciation.....	198
Collection costs	198
Repairs and Maintenance	198
General Expenses with a Direct Impact on Communities.....	198
CAPITAL EXPENDITURE	199
HIGHLIGHTS OF OPERATING INCOME.....	200
HIGHLIGHTS OF CAPITAL INCOME	200
Ezingoleni 2016/2017 budget.....	200

INTRODUCTION AND EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

1.1 INTRODUCTION TO EZINQOLENI MUNICIPALITY

1.1.1 Locality

Ezinqoleni local municipality is one of six local municipalities under Ugu district municipality in the province of KwaZulu Natal. It is located in the south-western boundary of the district and has a total of six (6) wards with a total combined extent of 649 square kilometers, making it the second smallest municipality within the district. The municipality is bordered by Hibiscus Coast Municipality on the east, Umzumbe municipality on the North and UMuziwabantu municipality on the west. Towards the South and South western end, the municipality is bordered by the Eastern Cape Province.

The spatial make-up of the municipality is largely informed by the traditional authority areas, namely:

- KwaNyuswa
- KwaMthimude
- KwaVukuzithathe

These constitute approximately 304 km² (30 400 hectares) or 47% of the Ezinqoleni Municipal area whilst the state owns approximately 80 km² (8 000 hectares) 12% of the land. Privately owned land also accounts for approximately 265 km² (26 500 hectares) 41% of the land within the Ezinqoleni Municipal area.

The terrain and topography of the municipality has largely affected the settlement patterns. The northern part of the municipality is largely characterized by protected and conservation worthy areas which has resulted in the limited number of settlements. Whilst the southern part remains the main area where people settle. This has also translated into the economic hubs of the municipality being congregated towards the southern part whilst the northern is largely utilized for agriculture.

Map 1: Location of Ezinqoleni Local Municipality within the Ugu District

The municipality is made up of six (6) wards with each ward being comprised of the listed settlements.

Ward	Councillor	Settlements
Ward 1	Cllr. S.A Khawula	Enxolobeni, Lindburg, Mshiywa, Nkunswana, Oribi Flats, Paddock, Sineke, Thonjeni, Thorndale,
Ward 2	Cllr. B.C Mzobe	Izingolweni, Mbeni, Mshweshwe
Ward 3	Cllr. S.A Ngcece	Coniston, Dwalalesizwe, Etshenilikashoba, Khandalesizwe, Khumbuza, Mdlazi, Mpunzi Drift, Qhingqa, Thembalesizwe
Ward 4	Cllr. H.P Mbatha	Ebomvini, Gabangezwe, Mlinganiswa, Moguntia, Mthimude, Sibhangwana, Sikanisweni, Sinomusa, Umvolozi
Ward 5	Cllr. M.A. Mpisi	Echibini, Imfundwenhle, Izingolweni, Mansfield, Mthimude, Zamukuzakha, Nikwe, Mpguntia, Bhosiki
Ward 6	Cllr. B.D Nyawose	Izingolweni, Magaye, Munga

Table 1: General Ward Information

1.1.2 Demographics

The total population of Ezingoleni Municipality according to the 2011 Census statistics is 52540. This number accounts for 7.3percent of the total population of the district. Females currently account for 54% (28439) of the total population while males account for 46% (24101). The Black African population accounts for almost 98 percent of the total population of the municipality. This can be attributed to the rural nature of the areas as a whole.

According to the IHS Global Insight, Ezingoleni Municipality contributed four percent (4%) towards the total Gross Domestic Product of the district in the year 2012. It is also estimated that almost seventy five percent (75%) of the total population of the Municipality earns R400 or less monthly.

Of this seventy five percent, forty one percent (41%) survives on no income. There are a number of underlying factors which will be scrutinized throughout the document for the mentioned statistics, the more obvious ones include the fact that the municipality is mainly rural and thus does not have enough resources to provide decent jobs for all its residents. And that the main sources of revenue still largely centre on the more primary activities such as agriculture.

1.2 Development Of The Plan

Chapter 5, Section 23(1) of the Municipal Systems Act (MSA) 32 of 2000 requires that a municipality undertakes a developmentally oriented planning so as to ensure that it:-

- a. Strives to achieve the objects of local government set out in section 152 of the Constitution;
- b. Gives effect to its developmental duties as required by section 153 of the Constitution; and
- c. Together with other organs of state; contribute to the progressive realization of the fundamental rights contained in section 24, 25, 26, 27 and 29 of the Constitution.

In terms of Section 25(1) of the Municipal Systems Act (Act No. 32 of 2000), each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single inclusive and strategic plan for the municipality which:

- a. Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- b. Aligns the resources and capacity of the municipality with the implementation of the plan;
- c. Forms the policy framework and general basis on which annual budgets must be based;
- d. Complies with the provisions of this chapter (Chapter 5); and
- e. Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation

Section 34 of the act further calls for the annual review of this five (5) year strategic document. It argues that a municipal council:

- a. Must review its integrated development plan—
 - (i) Annually in accordance with an assessment of its performance measurements in terms of section 4 i; and
 - (ii) To the extent that changing circumstances so demand; and
- b. May amend its integrated development plan in accordance with a prescribed

Necessarily, the Ezingoleni Municipal Council has undertaken to review this five year planning line with the Municipal Systems Act. The process that was followed, which was adopted by council is outlined below.

- A Programme specifying the time frames for the different planning steps;
- Appropriate mechanisms; processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organizational arrangements for the IDP Process;

ACTION	RESPONSIBILITY	ACTION DATE
1. Signed S57 Manger's Performance Agreements and scorecards, submitted to COGTA and posted on the municipal website	IDP Manger	July 2015
2. Tabling of 2015/2016 draft budget to council	CFO	August 2015
3. Publicise projections for revenue and expenses for each month of the coming year, service delivery targets for each quarter and performance agreements.	CFO AND IDP Manager	August 2015
4. Advertise the commencement of the IDP process to the public	IDP Manager	August 2015
5. Present final process plan and comments to Top Management, IDPRF, Portfolio committees, EXCO and Council.	IDP Manager	September 2015
6. COGTA municipal alignment sessions	IDP Manager	November 2015
7. Commencement of consultation process with the community regarding their needs.	IDP Manager	November, December, January
8. Present MEC comments on the 2015-2016 IDP to Top Management, IDPRF, Portfolio Committees, and Council.	IDP Manager	November 2015
9. Liaise with National and provincial governments for planning and budgeting process	All	November 2015
10. Determine which sector plans need to be reviewed or updated and commence with the review process	IDP Manager	November 2015
11. Commencement of the CBP process for the development of ward plans as per COGTA guidelines.	IDP Manager	November, December, January
12. Estimate available sources & provide guidance for way forward for budgeting	CFO	November 2015
13. Review Capital/institutional/Operational/Maintenance projects (Drafting the budget)	All	November 2015
14. Submit revised projects to Treasury	CFO	November 2015
15. Submit Budget instructions to all relevant persons	CFO	December 2015
16. Preparation of a summary of available funds from: Internal Funds, eg. CDF and External Funding, eg. MIG	CFO	December 2015
17. COGTA IDP Best practice conference	IDP Manager	December 2015
18. Assess current year's budget performance	CFO	January 2016
19. Table municipality's adjustment budget for the current year	CFO	January-March 2016
20. Publicise (adjustment budget and) revisions to service delivery and budget implementation plan for the current year.	CFO	January-March 2015
21. Assess financial Feasibility of proposed new projects based on existing and potential funds.	CFO	January 2016

22. Consult sector departments on their strategic plans.	IDP Manager	January 2016
23. Tabling of annual report	IDP Manager and Council	January 2016
24. Align and link all Key Issues in the IDP to KPA's	IDP Manager/ HODs/ MM	January 2016
25. Determine objectives for each KPA	IDP Manager/ HODs/ MM	January 2016
26. Set KPI's for each objective. KPI's to be based on the SMART principle, i.e. KPI's must be simple, measurable, applicable, relevant and timely	IDP Manager/ HODs/ MM	January 2016
27. Assessment of objectives, strategies and projects against cross cutting issues.	IDP Manager/ HODs/ MM	January 2016
28. Assessment of alignment of IDP strategies and projects for medium term in relation to DGDS, PGDS, and NDP.	IDP Manager/ HODs/ MM	January 2016
29. Integrate reviewed sector plans into the IDP.	IDP Manager	February 2016
30. Submit first draft of the IDP to Top Manco, Portfolio Committee, IDPRF and Council.	IDP Manager	February 2016
31. Meeting with relevant officials – submitting inputs (Second Draft Budget meeting)	CFO	February 2016
32. Meeting with relevant officials – with submitted inputs(Third Draft Budget meeting)	CFO	February 2016
33. Consideration of Draft Budget by Finance and Council (First Meeting)	CFO/ Council	February 2016
34. Consideration of Draft Budget by Finance and Council (Second Meeting)	CFO/ MM/ Council	February 2016
35. Strategic Planning Sessions (Councillors and officials)	IDP Manager	February 2016
36. Submit the draft reviewed strategic framework to Top Management and Portfolio Committees.	IDP Manager	March 2016
37. COGTA IDP assessment process meeting	IDP Manager	February 2016
38. Tabling of 2016/2017 draft budget to Council	CFO/ MM/ Council	March 2016
39. Publicise tabled budget within 5 days after tabling the media	Corporate Services	March 2016

40. Send copy of tabled budget to National Treasury and Provincial Treasury	CFO	March 2016
41. Submit IDP review draft to province (COGTA) for assessment	IDP Manager	March 2016
42. Provincial IDP forum assessment of IDP	IDP Manager	April 2016
43. Council to consider stakeholders input on the 2016/2017 draft IDP & budget.	IDP Manager/ Council	April 2016
44. Set targets for each KPI	IDP Manager	April 2016
45. Finalise budget, prepare and submit report for inclusion in Council agenda.	CFO	May 2016
46. Advertise IDP and budget for public comments (newspapers)	Corporate Services	April 2016
47. Make public draft budget and IDP for the coming year and invite submissions from the community (through road shows), provincial treasury and others	IDP Manager/ CFO/ MM/ Mayor	April 2016
48. Consider submissions and revise draft budget and IDP for the coming year	CFO/ IDP Manager	May 2016
49. Submission of reviewed IDP 2016/2017 to Council for approval	IDP Manager/ Council	May 2016
50. Submission of Budget for 2016/2017 to Council for approval	CFO/ Council	May 2016
51. Advertisement of the adoption of the reviewed IDP	IDP Manager	May 2016
52. Tabling of Organisational Performance Management System at Council	IDP Manager	April 2016
53. Preparation of timetable for roll-out of revised IDP, Budget 2014/2015 and PMS to community	IDP Manager/ Communications	June 2016
54. Prepare Budget in the required format and submission thereof to both Provincial and National Treasury.	CFO	June 2016
55. Place annual budget (and all budget related documents) and IDP on the municipal website.	Corporate Services	July 2016
56. Submit draft Service Delivery and Budget Implementation Plan (SDBIP) to the Mayor within 14 days after the approval of the budget.	MM/ HODs	June 2016
57. Set up expenditure, and asset management system, incorporating budget	CFO	June 2016
58. Approval of Organisational Performance Management System by Council	IDP Manager	June 2016
59. Approval of Service Delivery and Budget Implementation Plan by Council.	MM	June 2016
60. Compile, approve and sign performance contracts that are linked to the PMS of the Municipality for Municipal Manager, and all HODs.	IDP Manager, MM, Mayor, Council	July 2016
61. Submit signed performance contracts to COGTA PMS.	IDP Manager	July 2016
62. Publicise projections of revenues and expenses for each month of the coming year, service delivery targets for each quarter and performance agreements.	Corporate Services	August 2016

Table 2: Table2: IDP REVIEW PROGRAMME 2016/2017

1.3 Key Development Challenges

There are a number of development challenges within the municipality but one will find that there are only handfuls which are key development challenges. These however have multiple spin-offs that amplify the magnitude of the challenges. The key development challenges, grouped according to the six (6) Key Performance Areas are listed below.

NATIONAL KEY PERFORMANCE AREA	KEY DEVELOPMENT CHALLENGE	STRATEGY TO UNLOCK CHALLENGES
Basic Service Delivery	1. Strategic infrastructure <ul style="list-style-type: none"> - Bulk water - Electricity to unlock investment potential - Poor maintenance of infrastructure 	<ul style="list-style-type: none"> - Using of MIG grants - The maintenance of municipality assets - Developing business plans, to attract potential funds or investors
Local Economic Development And Social Development	2. Unemployment 3. Capacity within the LED unit 4. Unsustainable LED projects 5. Lack of monitoring and evaluation for cooperatives 6. No municipal land for urban expansion	<ul style="list-style-type: none"> - Promoting economic development through trainings - Monitoring and evaluation of LED projects - Attracting investors - Establishment of local LED forum - Establish agreement with Amakhosi/Ingoyama Trust
Good Governance And Public Participation	7. Equal representation between the races and all stakeholders within the municipality 8. Change management 9. Lack of Amakhosi participation	<ul style="list-style-type: none"> - Conducted through mediums such as Mayoral Izimbizo, Operation Sukuma Sakhe and public meetings - Liaise with KZN COGTA-traditional affairs unit to assist
Municipal Financial Viability And Management	10. Revenue generation	<ul style="list-style-type: none"> - Effective revenue enhancement strategy
Municipal Transformation And Institutional Development	11. Lack of office space 12. ICT services 13. Lack of employee wellness and	<ul style="list-style-type: none"> - Budget for office space - Increase capacity - Develop an EAP policy - Review organogram

	safety program 14. No environmental personnel	
Cross Cutting	15. Land availability and management 16. No town planning scheme	<ul style="list-style-type: none"> - Unlocking of land for development - Development of Ezingqoleni Town Planning Scheme

Table 3: Key Development Challenges

1.4 Ezingqoleni Municipality: Long Term Vision

Ezingqoleni Municipality developed the vision and mission statements which give a broad overview of the council's strategic focal areas for the duration of its term and beyond. This vision encapsulates the strategic direction that the municipality aims to take leading up to 2030. This was done with the intention to align the municipality's strategies with those of the district, the province and the country as a whole bearing in mind the nation's move towards realizing the National Development Plan's vision 2030.

“By 2030, Ezingqoleni Municipality shall be the destination for all, where discrimination any form does not exist. The said municipality will be economical and financial viable, whilst ensuring that its citizens and communities are served in an efficient, effective, transparent as well as sustainable manner. This shall include inter alia the protection of environment, indigenous forestry and other natural resources for future generations.”

1.4.1 Emerging strategic Elements

- Ensuring the provision of sustainable infrastructure to all residents
- Protection of the environment and environmentally sensitive areas
- Promotion eco tourism and eco system
- Promotion of peace, tolerance, stability and safe environment
- Eradication of poverty
- Promotion of economic growth
- Promotion of public participation for good governance

The municipality's mission begins to touch on issues of alignment and intergovernmental relations as integral tools in the achievement of the municipality's goals.

Achieving 2030 vision through innovative rural development interventions by enhancing partnerships with key investors and aligning with government programmes to optimise development impact for local residents.

1.5 How Will Performance Be Measured

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organizational Performance Management System (OPMS) must entail a framework that sets out how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.

In line with the said legal requirement, this framework should be seen as a policy document that sets out:

- The requirements that the Ezingoleni Municipality's OPMS will need to fulfill;
- The principles that must inform its development and subsequent implementation;
- The preferred performance management model of the municipality;
- The process by which the system will work;
- The delegation of responsibilities for different roles in the process; and
- A plan for the implementation of the system

The Municipality will develop a performance management system which will be used to monitor and measure progress on municipal performance in terms of service delivery as per adopted programmes and projects in the IDP. The performance management system will be linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the municipality's vision, objectives and community aspirations. The performance of the municipality will be reviewed quarterly and corrective measures be implemented where necessary.

Additionally the municipality will ensure that all section 57 employees sign performance contracts aligned to the municipal IDP and objectives. The municipality will also ensure that employees reporting directly to Head of Departments have performance plan to enable a focused performance of the municipality.

1.6 How Was The IDP Developed

The Integrated Development Plan formulation process involved a variety of stakeholders. The following is a summary of key activities of the process and this process is well articulated in the Process Plan.

- The review of the 2015/2016 IDP content
- Addressing the MEC comments on IDP and SDF
- Alignment of the IDP, PMS AND Budget Process Plan
- Identification of sector plans and projects
- The preparation of the IDP
- Alignment meetings with sector departments
- IDP Representative Forum meetings
- Review the Municipality's priority list of strategies and projects

1.7 SUMMARY OF PREVIOUS (2015/2016) MEC COMMENTS

Below is a table illustrating the MEC for Co-Operative Governance and Traditional Affairs, Ms N Dube Ncube letter and the municipality response.

MEC COMMENTS FOR 15/16 IDP	MUNICIPAL RESPONSE
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
<ul style="list-style-type: none"> Indicate the status of the EAP and WSP Develop an ICT policy framework 	<ul style="list-style-type: none"> Will be conducted after merger with HCM. Will be conduct after the merger with HCM
LOCAL ECONOMIC	
<ul style="list-style-type: none"> Indicate public participation in LED Strategy Indicate Catalytic projects 	<ul style="list-style-type: none"> Conducted in this review Included in this review
BASIC SERVICE DELIVERY	
<ul style="list-style-type: none"> Municipality must identify and register a landfill site Transportation Infrastructure component, maps must include a full hierarchy of roads Include backlogs and challenges in regards to telecommunications 	<ul style="list-style-type: none"> Will be concluded after merger with HCM Included in this review Included in this review
FINANCIAL VIABILITY AND MANAGEMENT	
<ul style="list-style-type: none"> Include Indigent Support costs for the past three years Include a revenue enhancement and protection strategies, debtor's age analysis, a coherent plan on repairs and maintenance Financial plan must provide a 3 year municipal budget overview 	<ul style="list-style-type: none"> Included in this review Included in this review Not included due to merger with HCM

GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
<ul style="list-style-type: none"> • Report on functionality and status of Ward Committees • Indicate the functionality of the MPAC • Report on the participation of Amakhosi in council meetings 	<ul style="list-style-type: none"> • Included in this review • Included in this review • Included in this review
CROSS CUTTING INTERVENTIONS	
<ul style="list-style-type: none"> • SDF needs to be SPLUMA compliant • SDF is required to be aligned with the NDP, PGDS and other pieces of legislation • Sector plans such as the Agriculture Sector Plan and Disaster Management Plan need to be developed • Need for the inclusion of Strategic Integrated Projects for 2016/17 in the next IDP review • Need for spatial representation in Capital Investment Framework • Develop an approved single land use scheme of the entire municipality as accordance to SPLUMA • Include the demarcation implications in SDF review 	<ul style="list-style-type: none"> • Will be conducted once Ezingolweni and HCM merger • Included in this review • Will be conducted once Ezingolweni and HCM merger • Included in this review • Due to Ezingolweni capacity issues, this will be conducted once merger with HCM is finalized • Due to Ezingolweni capacity issues, this will be conducted once merger with HCM is finalized • Included in this review
OTHER KEY OBSERVATIONS	
<ul style="list-style-type: none"> • Challenges in the implementation of Operate Sukuma Sakhe • Indicate how Back to Basics will be implemented in the municipality • Editorial errors • Emphasised the need for greater focus on Financial Viability KPA 	<ul style="list-style-type: none"> • Included in this review • Included in this review • corrected •

Table 4: MEC Comments

1.8 Amalgamation Between Ezingolweni And HCM

The Municipal Demarcation Board after the Local Government Elections of 2011 redetermined municipal boundaries and this redetermination affected Ezingolweni Local Municipality and Hibiscus Coast.

The IDP teams of both municipalities have already worked together in the preparing of the 2016/2017 IDP reviews. This was in recognising that the implementation period of this IDP will overlap into the new entity and therefore there should be synergy in the development programme being implemented. Also starting to share the strategic direction of the new entities will make the process for the new IDP to be prepared for the new entity to be without challenges in terms of development approach.

The following are the principles were agreed to:

- Alterations to the staff establishment;
- Appointment of staff or the filling of vacancies unless of vital importance;
- Upgrading of posts or promotions;
- Increase in salaries and wages except as determined by the bargaining council;
- Disposal or acquisition of assets above the value of R500 000. 00 (five hundred thousand rand);
- Conclusion of contracts with a duration of longer than one year or the renewal of such contracts;
- Use of reserve capital; and,
- New loan agreements
- New offices guided by appointments

There are two committees that have been established to ensure alignment and planning of both municipalities. These teams consist of members from both municipalities, namely, Political Change Management Committee (PCMC) and Technical Change Management Committee (TCMC). Both committees are convened by Ugu District and sit once a month. The PCMC consists of Political heads as well as both Municipal Managers. The TCMC consist of Municipal Managers, Head of Departments from both municipalities as well as relevant managers and unions. The TCMC consists of 4 subcommittees, namely, Finance committee, Technical committee, Corporate Committee and Planning Committee. These committees have different roles to play and must ensure that time frames are adhered to.

Following is a summary of what each committee functions and their time frames.

1. Technical committee

This committee is chaired by the Head of Department, Human settlement and Infrastructure. Its main focus is to extend the current Council Chamber which sits 71 people to at least 96 and build new offices as per the new organisational organogram.

2. Corporate Committee

This Committee is headed by the Head of Department, Corporate Services. It looks at Human Resources.

Following are activities and timelines to be carried out by this committee.

ACTIVITY	RESPONSIBILITY	TIMELINES
IT Systems	GM Corporate Services (Ugu)	October 2015 January 2016 March 2016 October 2015
Records Management Office Accommodation	GM Corporate services Ugu DM , HCM Manager	March 2016
Work Study	GM Corporate services Ugu DM , HCM Manager	July 2015
Organogram Development Placement Policy Categorisation	GM Corporate Services Ugu DM Accounting Officers(HCM & Ezinqoleni) GM Corporate Services Ugu DM	October 2015
Rationalisation of By Laws and Policies	GM Corporate Services Ugu DM	May 2016
Branding Marketing Rationalisation of contracts (Personnel and Services) Integrated Development Pan of the new municipality Perfomance Management System Spatial Development Framework LUMS Environmental Management	GM Corporate Services Ugu DM Development Plan of the new municipality Integrated Development Plan of the new municipality Perfomance Management System Spatial Development Framework Manager Planning Ezinqoleni New Manager Environmental Services	April 2016 July 2016 July 2016 July 2016 December 2016 Dec 2017

Table 5: Coporate committee table

3. Planning

ACTIVITY	SUB ACTIVITY	RESP	TIMELINES	ACTION TO BE CARRIED OUT
PLANNING AND LED	1. Strategic Planning			
	Integrated Development Plan of the New Municipality	Accounting Officer of the New Municipality	Jul-16	Development of IDP for 2016/17
	Performance Management System	Accounting Officer of the New Municipality	Jul-16	Development of a consolidated performance management system of the new municipality

	2. Spatial & Statutory Planning			
	Spatial Development Framework	Manager Planning Ezingqoleni	Jul-16	Application for funding for the development of a new SDF inclusive of both municipalities. Finalisation of SDF to provide scheme guidelines.
	LUMS (Wall-to-wall schemes)	Manager Planning Ezingqoleni	Dec-16	Development of wall-to-wall scheme covering both municipalities
	SPLUMA Tribunals	Manager Town Planning HCM	Jul-16	Publication of a gazette notice for the tribunal.
	Precinct Plans	New Manager Town Planning	Mar-17	Identification of precincts areas and detailed planning
	Formalisation of Small Towns	New Manager Town Planning	Dec-17	Proclamation and formalization of Izingolweni and Paddock Areas)
	Environmental Management	New Manager Environmental Services	Dec-17	Development of environmental management policies (EMP, Coastal EMP; Strategies Environmental Assessment.
	Geographical Information Systems	New Manager Town Planning	Dec-16	Consolidation of GIS Data and Upgrade of Network
	3. Local Economic Development			
	Economic Development	New LED Manager	Mar-17	LED Strategy; Development of Tourism and Heritage Strategy and Implementation Plans; Investment Promotion Strategy
	SMME & Co-op Development	New LED Manager	Jul-16	Consolidated Database
	Informal Economy	New LED Manager	Apr-17	Adoption of a consolidated informal economy policy that is aligned with the existing bylaws
	Business Licensing	New LED Manager	Jul-16	Uniform processes and procedures in issuing and enforcing

Table 6: Planning Committee table

Finance

ITEMS FOR DISCUSSION	RESOLUTIONS	RESPONSIBLE PERSONS
Valuation Rolls	HCM and Ezingoleni will use their existing Valuation Rolls until 30 June 2017.	Rates Sections
Financial Systems	HCM will be using Munsoft and Ezingoleni will be using Pastel until 30 June 2017. Both Municipalities will look at the legal implication of existing contracts of the system providers.	HCM and Ezingoleni Task Team
Assets	HCM will be using Munsoft and Ezingoleni will be using Pastel until 30 June 2017.	HCM and Ezingoleni Task Team
Budget & Finance	HCM and Ezingoleni will have separate Budgets until 30 June 2017.	Budget Sections
Long Term Service Contracts	Both Treasury Departments will review their contracts and compile a Contracts Register with finance matters in mind.	Treasury Departments
Supplier Data Base	HCM and Ezingoleni will have separate Data Bases until 30 June 2017.	Supply Chain Management
Salaries and Deductions	Salary programs will remain different for HCM (VIP) and Ezingoleni (PayDay) until a decision is made as to what system will be used.	Salary Sections
Leave Provision	It was agreed that accrued leave should be transferred to the amalgamated Municipality, as staff could not forfeit leave. Leave administration is a Corporate matter.	Corporate Services
Long Term Loans	HCM still has a long term loan with Standard Bank.	Asset Section
MSCOA	HCM & Ezingoleni will wait for guidance from COGTA	COGTA

Table 7: Finance Committee table

1.9 What to expect from the municipality in the next 5 years

The community of Ezinqoleni can anticipate a considerable decline in service backlogs and increase in economic opportunities.

OUTPUT	DELIVERABLES
<ul style="list-style-type: none"> • Development of Izingolweni Town • Attract investors/projects that would create an environment that promotes development of the local economy • Development of schemes and unlocking of land 	<ul style="list-style-type: none"> • Improved economy and formalizing of the node • Improvement in Ezinqoleni financial viability • Availability of land for development and regulating of land use

Table 8: Expectation table

1.10 Municipality achievement for the past 5 years

- Auditor General – Clean Audit in 2013-2014 and 2014-2015
- Best Operation Sukuma Sakhe 2013
- Best Small Municipality-2013/2015
- Mobile library and e-library
- 100% expenditure in MIG

1.11 Catalytic Projects

The table below reflects the key projects that the municipality is currently implementing.

NO	PROJECT NAME	WARD	AMOUNT
01	AB Gigaba MPCC	04	5,4 MILLION
02	Ngcobo to Gambushe Access road	02	3,5 MILLION
03	Sididlini Community hall	02	4,4 million
04	Tarring of D904	03/03	15 MILLION

Table 9 : Catalytic Projects table

1.12 SWOT Analysis

Central to these key challenges is the realization by the municipality and all stakeholders involved that although these have had negative effects on development within the municipality, a number of opportunities still exist. The table below outlines the key strengths, weaknesses, opportunities and threats that the municipality is currently faced with.

SWOT ANALYSIS [2016/2017 IDP REVIEW]		
INTERNAL	STRENGTHS	WEAKNESSES
	Municipal insights into rural dynamics and livelihood strategies	Small business catchments due dispersed settlements
	Upcoming Retail Development to create job opportunities and access to market for agricultural products produced locally	Low disposable incomes
	The N2 which traverses the municipal area provides opportunities for development in the form of passing thresholds	Under-representation of big business in the area
	Local FET College which can be used to enhance skills development for the youth (e.g. film making)	Low skills base
	Labour force readily available across the municipality	Steep topography making service provision costly
	Oribi Gorge tourism attraction and other natural attractions	Lack of bulk infrastructure e.g. electricity
	Strong IGR - cordial relations between stakeholders	Limited funding to implement LED projects
	Abundant wildlife (e.g. warthogs [bush pigs]) that could be harnessed to establish businesses such warthog abattoir & processing	Grant dependency
		Low debt recovery rate
	Abundant natural resources (e.g. catchments & water bodies) that could be utilized for the following: •Sand mining •Brick making •Glass factory • Fish farming	Lack or limited revenue generation
	Abundant under-utilised land	Lack of land for the expansion of Ezinqoleni CBD
	Cordial relations between the municipality and South Coast Tourism	Difficulty to attract investors
	Untapped agricultural potential	Brain drain (emigration of skills)
	LED officer post now filled	Lack of IT infrastructure
	Sound financial management as witnessed by the clean audit	Inadequate office space for the municipality
	100% expenditure of Grants in the previous financial year	Municipal officials working in silos
	Effective public participation programme	Limited employment opportunities within the municipal area
	Functional statutory and ad hoc committees	Privately owned land not available for development in some wards
	Skills Development Plan which meets LGSETA standards	Slow delivery rate of "approved" housing projects

SWOT ANALYSIS [2016/2017 IDP REVIEW]		
	Adopted and implemented municipal policies	Limited community facilities and public social & recreational amenities
	Enhanced institutional capacity to spend grants	Lack of maintenance for the aforementioned facilities
	100% provision of VIP toilets	Lack of funding to provide all-weather local access roads e.g. tarred & gravel roads
	80% water provision	Lack of monitoring and evaluation for cooperatives
	Provision of free basic services to indigent households	Lack of skills development for cooperatives
	Disaster Management Plan in place & implemented e.g. Fire truck & ambulance on stand-by full time	Unsustainable LED projects
	Enhanced Institutional Capacity: Town Planner & Disaster Officer posts now occupied	Lack of support infrastructure for informal businesses
	Decreased new HIV/AIDS infections	Need for change management due to the upcoming merger
	Political tolerance	Poor Disaster Management Plan
	Improved Job Creation through EPWP	Lack of Integrated Waste Management Plan or refuse removal
	Readiness of existing trained cooperatives to function efficiently	Poor workmanship ("project snags") in infrastructure project outputs
		Lack of Agriculture Sector Plan
EXTERNAL	OPPORTUNITIES	THREATS
	National Government's resolve to grow rural economies	Natural disasters (acts of God) e.g. floods, veldfires
	Growing buying power of the African population in general	Hostile legislative framework to business
	Expansion of the social security net for vulnerable groups across the country	Crime and substance abuse
	Resilience of the informal markets, vibrant & complicated rural livelihoods which cannot be measured in traditional economic terms	Volatile economic conditions in the financial markets and the associated unpredictable inflation
	BEE legislation provides an opportunity of using government procurement spend to uplift SMMEs	

Table 10: SWOT Analysis

SECTION B: GOVERNMENT POLICIES AND IMPERATIVES

2. PLANNING AND DEVELOPMENT PRINCIPLES

Alignment of government policies and plans is crucial in the strategic planning of the municipality. Therefore the relevant binding and non-binding national and provincial policies including, programmes and strategies need to be considered in the municipal development planning process and interventions. Our implementation and proposed interventions will focus only on the key mandates relevant to the municipal context in co-operative governance and those will be considered and addressed.

This Section therefore reflects the applicable and relevant Government Priorities, such as the Millennium Development Goals, National Plan priorities, the State of the Nation Address, the State of the Province Address, the KZN GDS (7 Goals) and the new back to basics approach. It indicates how these are addressed and applied in the Ezinqoleni local Municipal area.

2.1 Spatial Planning And Land Use Management Principles

Set out in the table below are the five key spatial planning principles that all development in South Africa has to abide by.

PRINCIPLE	KEY FACTORS
Spatial Justice	Redressing past spatial imbalances
	Inclusion of previously excluded areas
	Redress in access to land
	Access to tenure
Spatial Sustainability	Promotion of development within fiscal, institutional and administrative means
	Protection of prime and unique agricultural land
	Stimulate effective and equitable functioning of land markets
	Limit urban sprawl through the promotion of development in sustainable locations
Good Administration	Integrated approach to land use and land development
	Ensure sector department input in the preparation and amendment of SDFs
	Integrated approach to land use
Spatial Resilience	Sustainable livelihoods in communities
Efficiency	Optimize the use of existing resources and infrastructure

Table 11: SPLUMA table

2.2 Millennium Development Goals (MGDS)

The Millennium Development Goals (MDGs) are eight international development goals that all 192 United Nations member states have agreed to achieve by the year 2015. The aim of the MDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The MDGs focus on three main areas of human development viz. bolstering human capital, improving infrastructure and increasing social, economic and political rights.

If these goals are achieved, world poverty will be reduced, lives will be saved, and people will have the opportunity to benefit from the global economy. The eight MDGs which have been identified include:

NO.	MILLENNIUM DEVELOPMENT GOALS	EZINQOLENI MUNICIPALITY STATUS QUO	EZINQOLENI RESPONSE TO THE MDGS
Goal 1	Eradicate extreme poverty and hunger	<ul style="list-style-type: none"> • 51.3% of the total population currently lives in poverty. • The municipality largely relies on government initiatives such as EPWP for the creation of jobs. 	<ul style="list-style-type: none"> • One home, one garden project • Usage of Operation Sukuma Sakhe, to identify underprivileged households
Goal 2	Achieve universal primary education	<ul style="list-style-type: none"> • The total number of individuals with no formal income has decreased from 34.6% in 2001 to 13.9% in 2011. 	<ul style="list-style-type: none"> • Municipality initiative of giving children school uniforms
Goal 3	Promote gender equality and empower women	<ul style="list-style-type: none"> • Females currently form the majority of the population in all wards within the municipality, further necessitating and validating the need for more robust women empowerment strategies. • Section 54 and 56 positions within the municipality are still 	<ul style="list-style-type: none"> • Having a fully functional Gender Forum • Employee women in Section 54 and 56 positions

			100% male.	
Goal 4	Reduce child mortality	<ul style="list-style-type: none"> The municipality relies on the Department of Health for interventions to address this. 	<ul style="list-style-type: none"> Build stronger ties with local clinics and invite them to Izimbizo and other municipality/public functions 	
Goal 5	Improve maternal health	<ul style="list-style-type: none"> The municipality relies on the Department of Health for interventions to address this. 	<ul style="list-style-type: none"> Use gender forums and public meetings to invite dept of health, to get information 	
Goal 6	Combat HIV/AIDS, malaria and other diseases	<ul style="list-style-type: none"> The estimated percentage population living with HIV/AIDS is 14.5% this marks an increase from the 12.3% that was estimated in 2002 by HIS Global Insight. 	<ul style="list-style-type: none"> Working together with other departments to create awareness 	
Goal 7	Ensure environmental sustainability	<ul style="list-style-type: none"> Oribi conservancy area accounts for a large percentage of the total area within the municipality. Necessitating the need to protect conservation worthy areas. 	<ul style="list-style-type: none"> Awareness day to rely information 	
Goal 8	Develop a global partnership for development	<ul style="list-style-type: none"> The inclusion of all races in the development process of the municipality has been noted as one of the key factors to ensure good governance. 	<ul style="list-style-type: none"> Do this in partnership with amakhosi, NGO's and other stakeholders 	

Table 12: Table reflecting the MDGs and Ezingoleni response

2.3 The Sustainable Development Goals

On the 25th of September 2015, the member states of the United Nations agreed on the 17 Sustainable Development Goals of the post 2015 Development Goals Agenda. The SDGs build on the MDGs and will guide the global action on sustainable development until 2030.

GOAL	SDG	EZINQOLENI RESPONSE
1	No poverty	<ul style="list-style-type: none"> - Develop LED strategies to create jobs and incomes - Increase access to women and other valuable groups to economics opportunities
2	No hunger	<ul style="list-style-type: none"> - Develop food security programs - One home, one garden project - Increase participation with merging farmers
3	Good health	<ul style="list-style-type: none"> - Increase participation with department of health - Create more awareness programs
4	Quality education	<ul style="list-style-type: none"> - Mobile library that provides access to learning to all - Ezingqoleni university bursary fund
5	Gender equality	<ul style="list-style-type: none"> - Formulation of gender forum - Create an enable environment for disadvantaged groups
6	Clean water and sanitation	<ul style="list-style-type: none"> - Inform Ugu District of new households , so that sanitation facilities can be in place
7	Renewable energy	<ul style="list-style-type: none"> - Create awareness campaigns
8	Good jobs and economic growth	<ul style="list-style-type: none"> - Develop LED strategies to create jobs - Unlock land for development - Form partnership with the informal sector
9	Innovation and infrastructure	<ul style="list-style-type: none"> - Create an environment for investment
10	Reduced inequalities	<ul style="list-style-type: none"> - Support through the indigent support program - Smme support and information sharing

		days
11	Sustainable cities and communities	<ul style="list-style-type: none"> - Development of the land use management scheme - Decrease service back logs - Develop sustainable solid waste management
12	Responsible consumption	<ul style="list-style-type: none"> - Shorten the supply chain system by employing companies in a close radius - Create awareness for sustainable development
13	Climate action	<ul style="list-style-type: none"> - Develop mitigation and adaption strategies - Develop disaster awareness campaigns
14	Life below water	<ul style="list-style-type: none"> - Create sustainable awareness campaigns in regards to rivers and streams, as anything thrown their ends up in the sea
15	Life on land	<ul style="list-style-type: none"> - Effective solid waste management system - Conduct a Spatial Environmental Assessment
16	Peace and justice	<ul style="list-style-type: none"> - Involve stakeholders such as Amakhosi, South African Police and the community in Operation Sukuma Sakhe
17	Partnerships for the goals	<ul style="list-style-type: none"> - Strengthen IGR

Table 13: Table reflecting the SDG and Ezingoleni response

2.4 National Development Plan: 2030

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. This requires a new approach – one that moves from a passive citizenry receiving services from the State to one that systematically includes the socially and economically excluded, where people are active champions of their own development, and where government works effectively to develop people's capabilities to lead the lives they desire. The achievement of this vision is based on the following priorities:

Number	Goal	Applicability to Ezingoleni	Ezingoleni action
1.	Creating jobs and livelihoods	The unemployment level in the municipality is estimated at 4135 individuals. The municipality largely relies on government interventions to create employment.	<ul style="list-style-type: none"> - Development of Horseshoe Agripark - Development of formal town, to attract investors
2.	Expanding infrastructure	The provision of bulk strategic infrastructure has been identified as the key to unlocking and attracting investment	<ul style="list-style-type: none"> - 100% expenditure of MIG funds
3.	Transitioning to a low-carbon economy	Environmental sustainability principles are key in all interventions.	<ul style="list-style-type: none"> - Use of HCM landfill site in order to reduce pollution
4.	Transforming urban and rural spaces	Principles of inclusive and integrated planning echo in all the initiatives that are implemented in the municipality through the engagement of a number of relevant stakeholders	<ul style="list-style-type: none"> - Development of Ezingoleni land use scheme
5.	Improving education and training	Education and skills development remains one of the key priorities of the municipality given that the majority of the population is under the age of 19.	<ul style="list-style-type: none"> - Municipality tertiary education bursary programme - Career day to high school pupils, to introduce them to scarce skills and programs
6.	Providing quality health	The municipality relies on the	<ul style="list-style-type: none"> - Department of Health function

	care	Department of Health for interventions to address this.	
7.	Building a capable state	The promotion of good governance	- Strengthening current public participation relations
8.	Fighting corruption and enhancing accountability	The municipality relies on the stakeholders in addressing this.	- Promotion of risk management policies
9.	Transforming society and uniting the nation	The municipality realizes that the empowerment of previously marginalized and minority groups will help fast track the process of transforming the society	- Citizens participating in IDP and Budget roadshows and Mayoral Izimbizos

Table 14 : National Development Plan table

2.5 Back To Basics

Back to basics aims to achieve the developmental state of local government and ensure that each sphere of government commits itself to address the challenges faced by local government. It came as a result of the realization that whilst government has a number of service delivery achievements, much still needs to be done to support, educate and where needed enforce the implementation of local government's mandate for delivery. The most important aspect of Back to Basics is that it still draws for the long term plans that currently exist (i.e the National Development Plan), however, it introduces the realization that these plans can only be realized with functional municipalities. To a large extent the Key Performance areas (KPA) for the Back to Basics approach are aligned to the National KPAs for the development of Integrated Development plans, that is:

- Basic Services: creating decent living conditions
- Good governance
- Public Participation: Putting people first
- Sound Financial management
- Building Capable Institutions and Administrations

Ezingoleni Municipality aims to fulfilling the Back to Basics program by;

- Training and awareness of Ward committee members, about the program
- Holding of public feedback session with Councillors or Mayor , report back to the public
- Training of staff and councilors
- Continuing of sound financial management and strengthen it, within the municipality
- Continuing with the efficient structure of War rooms and Operation Sukhuma Sakhe
- Continuing with the roll out of essential government services

2.6 Government Outcomes

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. Ezingoleni has to act in response to the outputs set out in Outcome 9 and deal with issues facing the municipal area and by providing efficient and effective services to its communities. The municipality is committed to implement the respective outputs through focusing on improved service delivery, economic, environmental and social development.

The Outcome consists of fourteen outputs which need to be achieved as listed below. These outputs have been aligned to the municipality's performance management system and aligned to the National key performance areas.

OUTPUT	MUNICIPALITY'S OUTCOME
Improve quality of education	<ul style="list-style-type: none">• The municipality has undertaken to the training of staff and councillor, for skill development and enhancement• Ezingoleni has a program for distributing of school uniforms to pupils in need, to ensure that they too get an education• The municipality engages with local schools in projects such a career expos and take a child to school and these programs encourage education• Ezingoleni has a bursary programme , which is open to all students whom wish to further them in education
Improve health and life expectancy	<ul style="list-style-type: none">• Municipality has a health and workable relationship with the department of health and that relationship results in programmes such as farmer wellness days and many others

All people in South Africa are protected and feel free	<ul style="list-style-type: none"> • The municipality achieves this through the functional structures of Operation Sukhuma Sakhe
Decent employment through inclusive economic growth	<ul style="list-style-type: none"> • Formulizing the Informal Traders Policy and the LED Strategy • Supporting SMMEs and businesses through LED programs
A skilled and capable workforce to support inclusive growth	<ul style="list-style-type: none"> • Further training of staff
An efficient, competitive and responsive economic infrastructure network	<ul style="list-style-type: none"> • Ezingoleni uses 100% of MIG, in order to facilities service delivery in infrastructure
Vibrant, equitable and sustainable rural communities and food security	<ul style="list-style-type: none"> • The municipality ensures food security through the distribution of seeds
Sustainable human settlements and improved quality of household life	<ul style="list-style-type: none"> • building of houses through the Department of Human Settlements
A responsive, accountable, effective and efficient local government system	<ul style="list-style-type: none"> • the municipality continue with sound financial management, budgeting and reporting
Protection and enhancement of environmental assets and natural resources	<ul style="list-style-type: none"> • collection of refuse and street cleaning
A better South Africa, a better and safer Africa and world	<ul style="list-style-type: none"> • Continuing of co operative relations with sector department, in order to ensure service delivery
A development orientated public service and inclusive citizenship	<ul style="list-style-type: none"> • Ensure the monitoring and evaluation of municipal projects through structures such as Performance Management and SDBIP.
An inclusive and responsive social protection system	<ul style="list-style-type: none"> • The municipality initiates a number of programs that promote social development
Nation building and social cohesion	<ul style="list-style-type: none"> • Ezingoleni municipality has several forums such as the disability, elderly and women forums, which promote social cohesion.

Table 15: Outcomes table

2.7 STATE OF THE NATION ADDRESS

During the 2016 State of the Nation Address, the President stated the government aimed at continuing with the governments nine point plan and the following listed below;

1. Increase social wage, through increasing the tax base
2. operation Phakisa aimed at growing the oceanic economy
3. implementing further wasteful expenditure, within all government spheres
4. government to provide aid and relief to provinces badly impacted and affected by the drought
5. To intensively implement the Back to Basics programme
6. The encouraging of private corporate investment

7. Implementation of Industrial Policy Action Plan
8. Revitalization of agriculture, agro processing and agri parks

2.8 STATE OF THE PROVINCE

During the 2016 State of the Province Address, the Premier stated the following;

1. Improve basic education
2. Rural development, food security and land reform
3. Job creation and sustainable livelihoods for inclusive growth
4. Fighting crime and corruption, and
5. To implement the nine point plan to grow the economy

2.9 KZN PGDS (7 Goals)

The 2011 KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS) bolsters the Province's commitment to achieving the vision of KwaZulu-Natal (KZN) as a **“Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world”**. The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province.

Number	PGDS Strategic Goal	applicability to Ezingoleni
1	Job Creation	<ul style="list-style-type: none"> • 51.3% of the total population currently lives in poverty. • The municipality largely relies on government initiatives such as EPWP for the creation of jobs.
2	Human Resource Development	<ul style="list-style-type: none"> • Skills development identified as one of the key interventions
3	Human and Community Development	<ul style="list-style-type: none"> • Skills development identified as one of the key interventions
4	Strategic Infrastructure	<ul style="list-style-type: none"> • Provision of infrastructure to unlock investment potential identified
5	Responses to Climate Change	<ul style="list-style-type: none"> • Environmental management
6	Governance and Policy	<ul style="list-style-type: none"> • Skills development identified as one of the key interventions
7	Spatial Equity	<ul style="list-style-type: none"> • More focus of land management issues

Table 16: PGDS Table and applicability to Ezingoleni

2.10 Ugu District Growth and Development Plan

The Ugu Growth and Development Strategy (GDS) commits all stakeholders (public, private and civil society) to achieving a shared vision that by 2030 the Ugu district will be a leading tourism destination and manufacturing and agricultural hub where jobs are created and everyone benefits equally from socio-economic opportunities and services. . This intent is based on a shared understanding of the inter-relationships amongst communities and the challenges facing the district economy as a whole. It is based on a commitment to working collaboratively to achieve the most beneficial outcomes for all.

The vision of the Ugu GDS is that “By 2030 the Ugu District will be a leading tourism destination and manufacturing and agricultural hub where jobs are created and everyone benefits equally from socio-economic opportunities and services”. It has six economic drivers which are:

Number	Ugu DGDS Drivers of Change	Ezingoleni IDP objectives
1.	Strategic infrastructure investment	Strategic infrastructure has been identified as one of the key strategies to unlock investment potential.
2.	Education & skills development	Human and capacity development is central to Ezingoleni strategies. This is fuelled by the need to capacitate the you who form the majority of the population
3.	Institutional development	Continuous professional development identified as one of the key interventions.
4.	Strategic sector engagements	Engagements with all sectors within all the spheres of government happens at various forums.
5.	Environmental Sustainability	The municipality has identified the need to develop an environmental management plan.
6.	Safety Nets & Civic empowerment	Provision of skills and training

Table 17: UGU DGDS and Ezingoleni Objectives

3.1 SECTION C: SITUATIONAL ANALYSIS

3.1 DEMOGRAPHIC CHARACTERISTICS

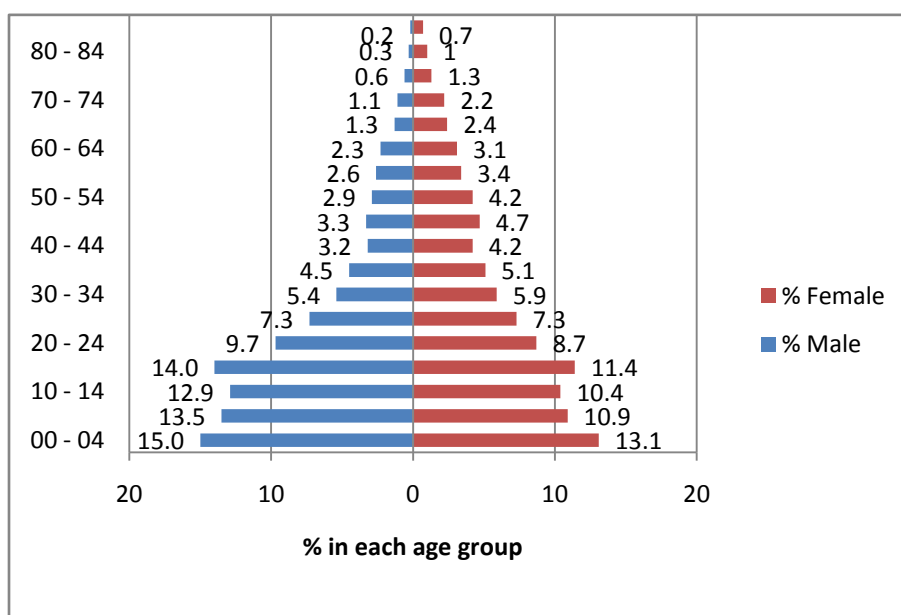
This section analyses Ezingoleni municipality demographics as presented by data from Statistics South Africa Census 2011. From this analysis one can start to draw key trends that have assisted in formulating strategic interventions as informed by the numbers on the ground.

3.1.1 POPULATION

The total population of Ezingoleni Municipality as per the results from Census 2011 was at 52 540. This total number only accounts for 7.3% of the total population of Ugu District, making Ezingoleni the least populated municipality within the district. When comparing the recent statistics with those of the previous census in 2001, one can note that the total population was slightly higher with a total of 54 775. This drop in the total population is assumed to stem mainly from outward migration due to the rural nature of the municipality, necessitating the need to move in order to find seek employment. The other possible explanation for the decrease in the total number of residents is mortalities due to HIV/AIDS. Although there are no specific statistics to support this, there has been an increase countrywide in the reported cases of HIV/AIDS.

MUNICIPALITY	1996	2001		2011	
		N	%	N	%
Ezingoleni	47547	54 775	7.8	52 540	7.3

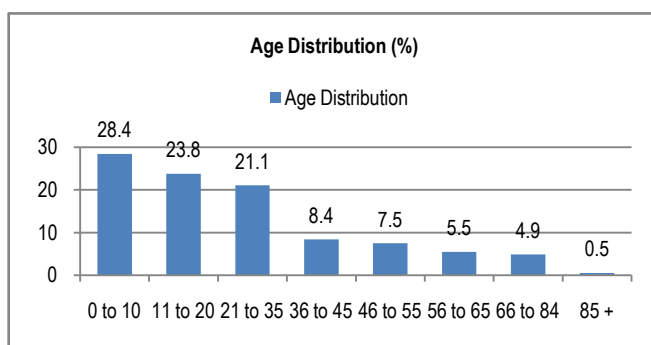
Table 18: Ezingoleni Population (source; statistics South Africa, 2011)



3.1.2 AGE GROUPS

Graph 1: Population in five-year age group by sex, Ezingoleni Local Municipality (Statistics South Africa, 2011)

From the above graph, it is evident that the majority of the population in the municipality is under the age of 19. Residents below the age of 19 are still of school going age. This further validates the argument of outmigration as it is generally prevalent with residents that either leave to seek institutions of higher learning or those that are economically active and leave to seek employment opportunities. The decrease in the total population in ages 50 and above can be attributed to high mortality rates in those age groups. From these statistics, it is evident that the municipality needs to start prioritizing projects related to youth development. This includes the provision of bursaries, disease and teenage pregnancy awareness campaigns and sports and recreation. The graph also reflects that males at a higher percentage from infant stage until the young adult stage up to the adult stage where there is a decrease

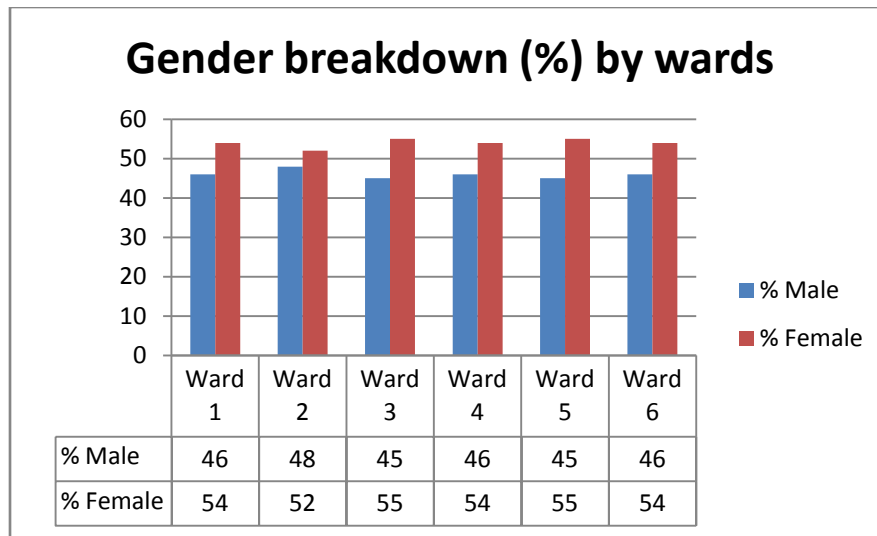


Graph 2: Age Distribution in Ezingoleni (Statistics South Africa, 2011)

The age distribution combining both male and female is indicated above. This graph clearly outlines the percentage contribution of each age group to the total population of the municipality. The notable trends are those of the majority of the population being of school going age. Ages between 0-35 make up 53% of the total population.

3.1.2 GENDER RATIOS

From the above table, it is evident that females form the majority of the population. In rural settings, gender roles predominantly specify the males as the breadwinners in the family. Based on this assumption, one can conclude that the difference in the gender breakdown within the municipality is due to: the general fact of females forming the majority of the population countrywide and, the outmigration of males in search for better employment opportunities.



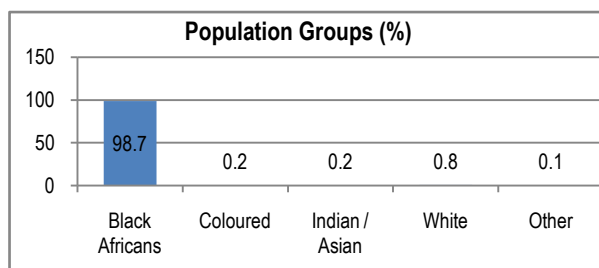
Graph 3: Gender breakdown by ward (Source; Statistics South Africa, 2011)

3.1.3 Population Groups

Geography by Population group and Gender for Person weighted										
	Black African		Coloured		Indian or Asian		White		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Ward 1	3306	3933	-	2	10	7	69	59	-	1
Ward 2	3373	3622	5	2	11	3	150	131	1	1
Ward 3	4557	5609	12	11	11	14	7	5	-	1
Ward 4	4277	5037	27	31	17	22	7	4	4	1
Ward 5	4753	5767	-	1	-	2	-	2	1	2
Ward 6	3453	4150	13	7	4	2	6	4	24	3
Total	23720	28118	58	54	54	51	239	206	30	10

Graph 4: Geography by Population groups (Statistics South Africa, 2011)

The table above and the graph below illustrate the geography by population group and gender for the municipality. One of the key implications of the rural nature of the municipality is the natural dominance of the Black African population. Currently, the Black African population accounts for 98.7 percent of the total population. The white population is the second dominant population with a significantly low 0.8% contribution, followed by the Coloured and Indian/Asian population with 0.2% contributions respectively.



Graph 5: Population Groups(Statistics South Africa, 2011)

3.1.4 HOUSEHOLDS

	1996	2001	2011
Total population	47 547	54 775	52 540
Number of households	8598	10746	11472
Average Household size	5.5	5.1	4.6

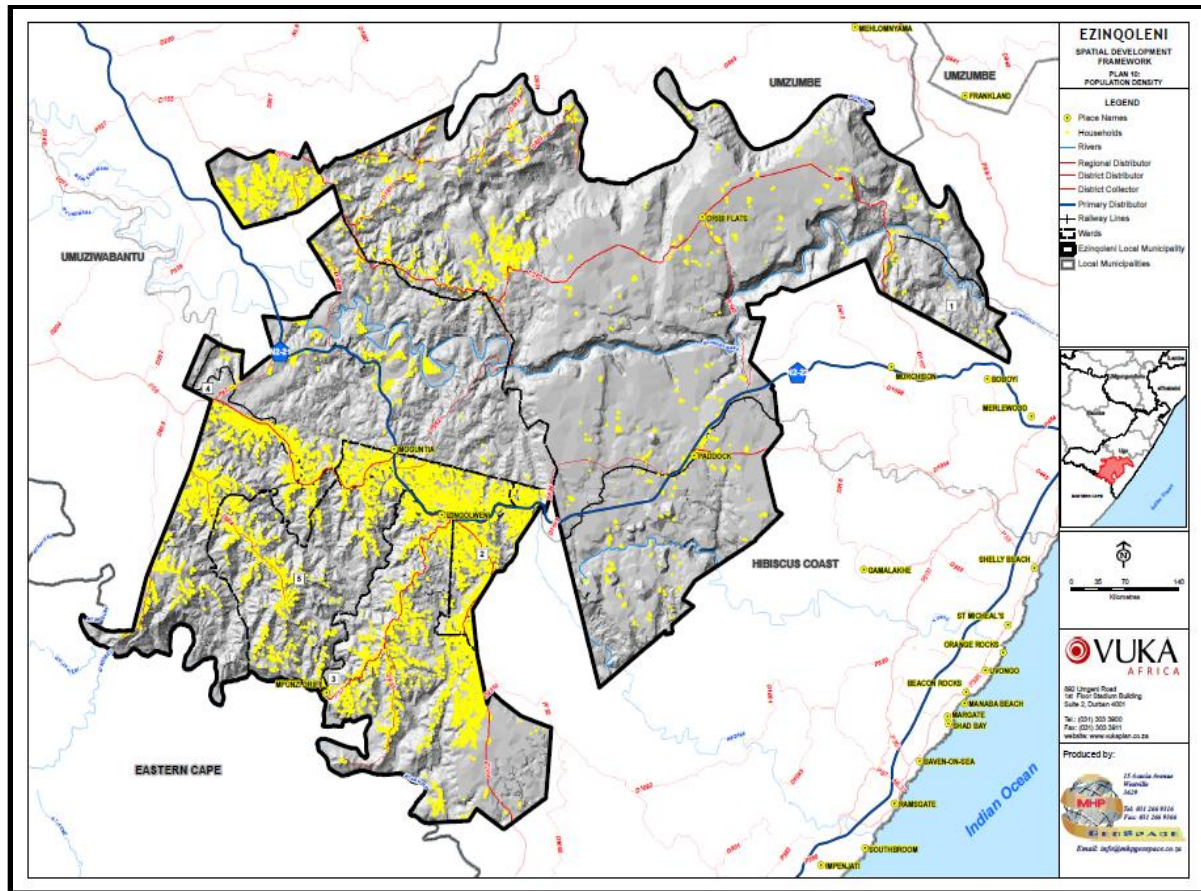
Table 19: Average Household size (Statistics South Africa, 2011)

The average household size for Ezingoleni is calculated by subdividing population with the number of households recorded. Between 1996, 2001 and 2011, there has been a gradual increase in the number of households within Ezingoleni Municipality. This trend has not correlated with that of the population, meaning, the decrease in the total population has not equated to a decrease in the number of households. It has, however translated itself to a decrease in the average household size.

3.1.5 SPATIAL POPULATION DISTRIBUTION

The map below depicts population densities within the municipality. It outlines areas where most of the residents have settled. From the map, one can start to make linkages between the economic nodes, as identified in the spatial section above, and the settlement patterns that exist. The key influencing factor to the settlement patterns is the oribi conservation areas towards the north. The steep inclines in the northern parts have limited the availability of suitable residential land.

This creates a lot of challenges with regards to equal provision of services, as well as the identification of a common Economic Development Initiatives to impact on the livelihoods of all residents in the municipality. It will be necessary to identify potential areas for densification, where provision of services can be done cost-effectively, and efficient economic initiatives could be implemented.



Map 2: Population Distribution

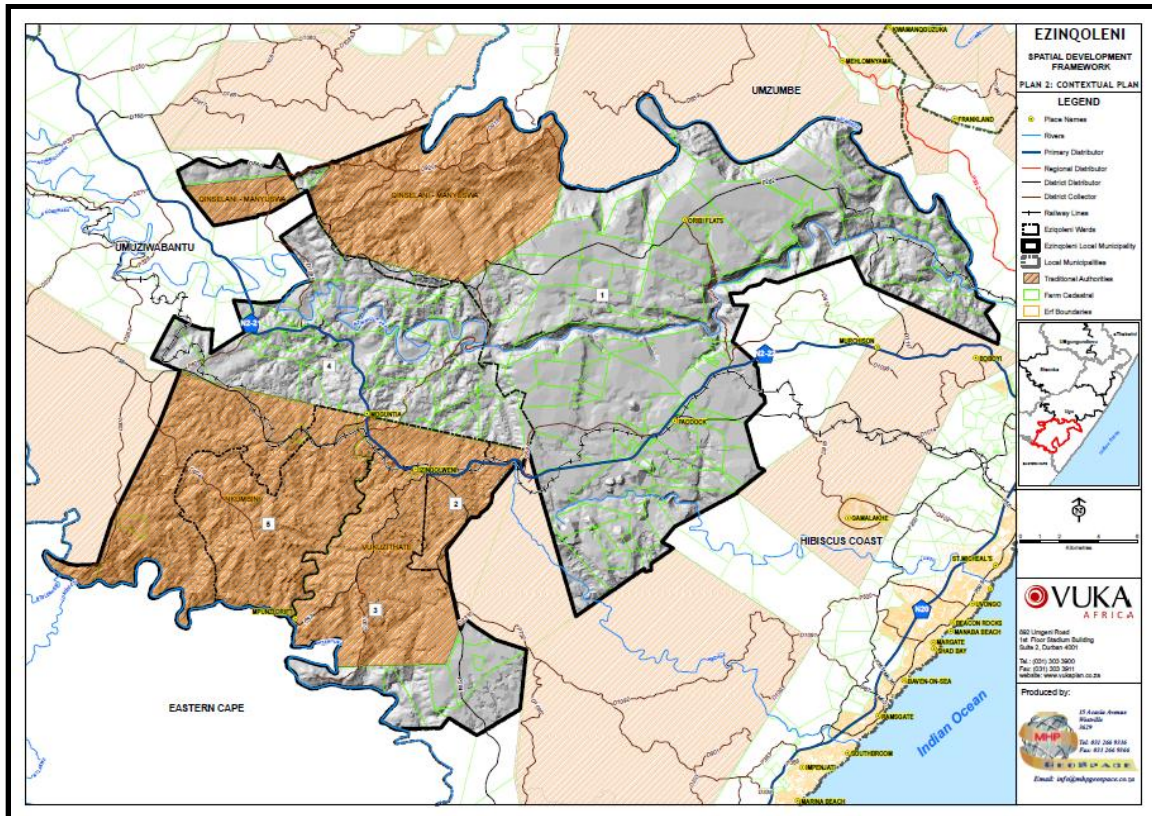
3.1.6 KEY TRENDS

- The municipality experienced a decrease in the total number of residents between 2001 to 2011
- Currently the dominating gender in the municipality is the females with the dominating population group being Black Africans.
- A majority of the population is under the age of 19
- An increase in the number of households has resulted in a decrease in the average household size.
- Ward 5 seems to have the highest population of people

3.2 SECTION C: SITUATIONAL ANALYSIS

3.2 SPATIAL ANALYSIS

3.2.1 REGIONAL CONTEXT



Map 3: Illustrating regional context

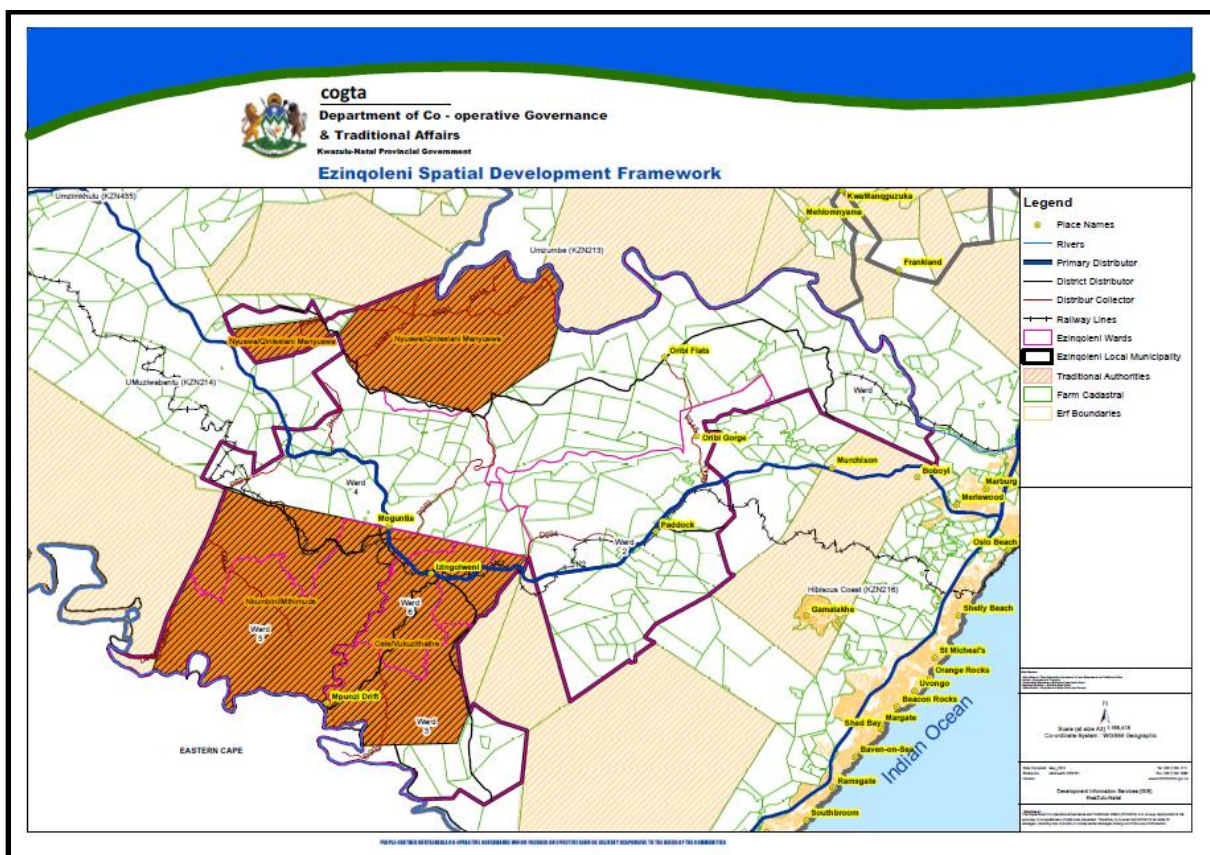
Ezingoleni Municipality (KZ 215) is one of the six local municipalities that form part of the Ugu District (DC 21). This municipality is located on the south-western boundary of the Ugu District, is bordered by the Hibiscus Coast Municipality on the east and uMuziwabantu Municipality on the west. The Ezingoleni Municipal offices are situated within the Ezingoleni settlement that is located approximately 40 kilometres west from Port Shepstone along the N2 national highway. The Ezingoleni Municipal area is 649 square kilometres (64 900 hectares) in extent with the major land uses in the area comprising of tribal settlements, smallholdings, commercial farming and conservation worthy areas. The Ezingoleni Municipality is the smallest municipality in the district and accounts for approximately 14% of the Ugu District area. Approximately 35% of the municipality's total area can be classified as residential or smallholding areas while the remaining 65% of the land is dedicated to agriculture / conservation and other non-residential land uses.

The Ezingoleni Municipality constitutes a Category B municipality as determined by the Demarcations Board, falling within the ambit of a plenary system municipality as described in the KwaZulu-Natal Determination of Types of Municipality Act, 2000. The Ezingoleni Municipality consists of 6 wards with 11 councillors (i.e. 6 ward Councillors and 5 proportional representative Councillors). The institutional and spatial make up of Ezingoleni Municipality is fundamentally informed by three traditional authority areas, namely:

- KwaNyuswa,
- KwaMthimude and
- KwaVukuzithathe

These constitute approximately 304 km² (30 400 hectares) or 47% of the Ezingoleni Municipal area. In terms of land ownership within the Ezingoleni Municipal area, the state own approximately 80 km² (8 000 hectares) 12% of the land, while 265 km² (26 500 hectares) 41% of the land within the Ezingoleni Municipal area can be classified as privately owned.

3.2.2 Administrative Entities

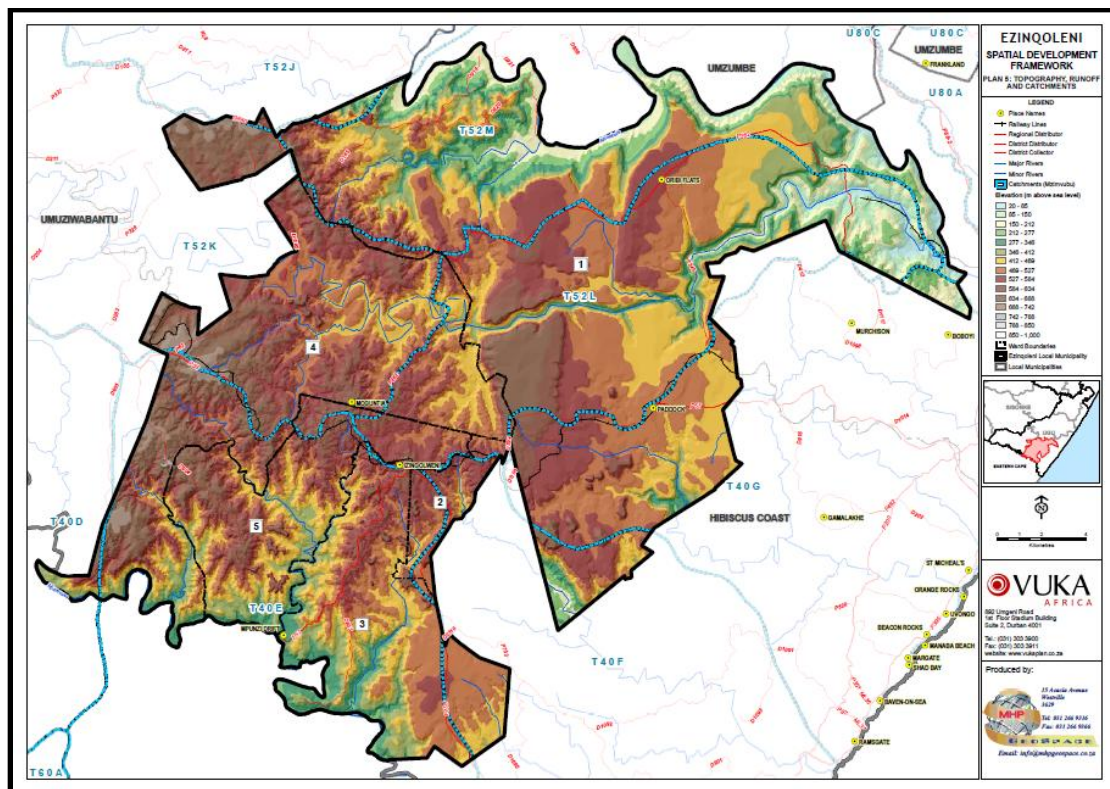


Map 4: Administrative entities of Ezingoleni municipality

The Council of the Ezingoleni Municipality consists of 11 Councilors, 45% of which are proportionally elected and 55% elected to the local municipality from respective wards. The Council is chaired by the Speaker, The Honourable Cllr. M.A. Mpisi. The Municipal area consists of scattered rural settlement in Traditional Authority Areas. The following is a list of all settlements in the Ezingoleni Municipality:

• Enxolobeni	Lindburg	Mshiywa
• Nkunswana	Oribi Flats	Paddock
• Sineke	Thonjeni	Thorndale
• Izingolweni	Mbeni	Mshweshwe
• Coniston	Dwalalesizwe	Etshenilikashoba,
• Khandalesizwe	Khumbuza	Mdlazi
• Mpunzi Drift	Qhingqa	Thembalesizwe
• Ebomvini	Gabangezwe	Mlinganiswa
• Moguntia	Mthimude	Sibhangwana
• Sikanisweni	Sinomusa	Umvolozi
• Echibini	Imfundwenhle	Mansfield
• Mthimude	Zamukuzakha	Munga
• Nikwe	Magaye	Bhosiki

3.2.3 STRUCTURING ELEMENTS



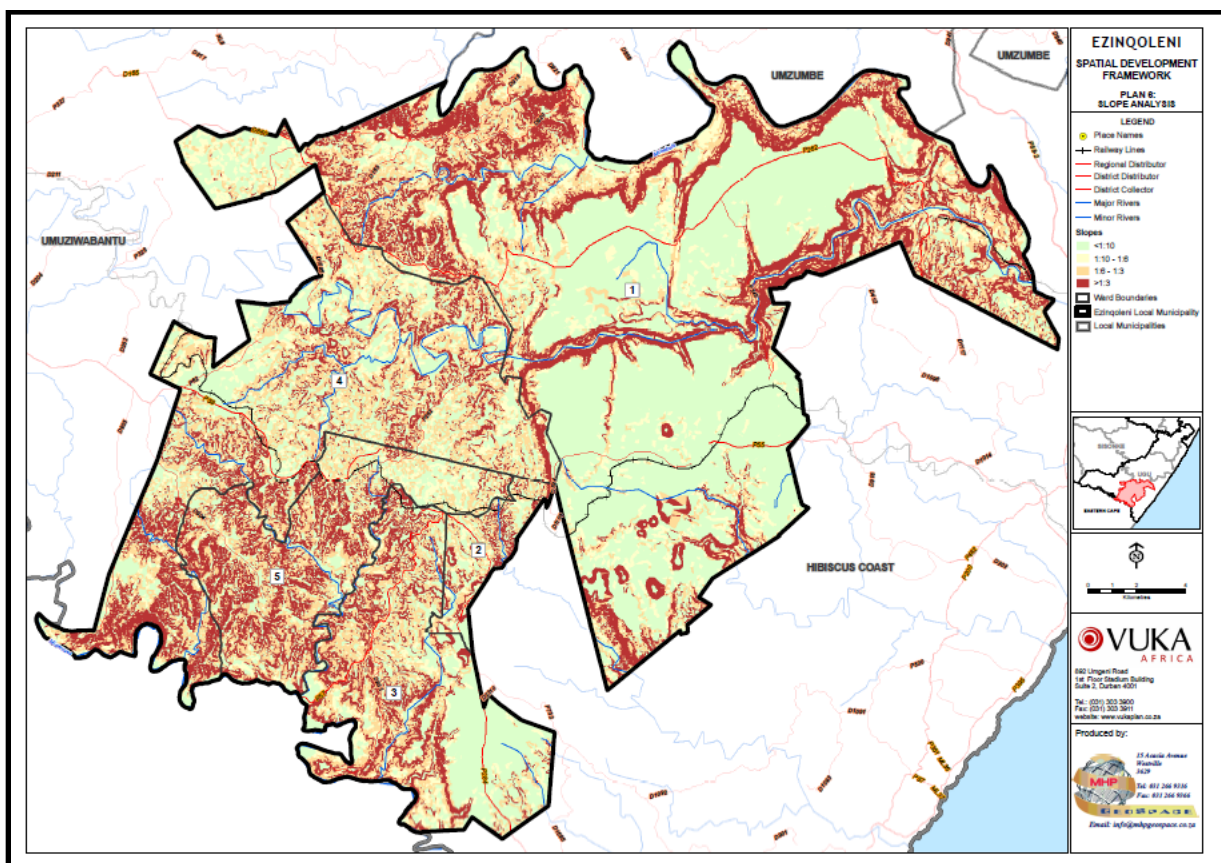
Map 5: Topography of Ezingoleni Municipality

The spatial make up of Ezingqoleni Municipality is largely influenced by conservation areas which are situated in the northern parts of the municipality, as a results most settlements are situated in the southern part and are clustered along the main transportation networks. Some of the key attractions within the municipality include Oribi Gorge, Umtamvuna Nature reserve, Mbumbazi nature reserve and Umzimkhulu river valley. A total of six catchment areas exist within Ezingqoleni Municipality, namely, Uvongoriver, Umzimkhulu, Umbizana, Umpenjati, and Umtamvuna.

3.2.4 Topography

The mean elevation (m above sea level) ranges from 85m above sea level, to 750m above sea level and a general runoff direction from west to north-east. The municipality has a distinct variation in topography landscape with the eastern portion around the Oribi Gorge characterised by a more evenly sloped plane and the western and southern portions characterised by more varied hills. This fluctuating elevation levels of the municipality, impacts on the scattered settlement pattern that can be observed.

3.2.4.1 SLOPE ANALYSIS



Map 6: Slope analysis of Ezingqoleni Municipality

Slope in the municipality ranges from 1:10 (10% incline), 1:6 (17% incline) and 1:3 (33% incline). The greater the gradient (1:6 – 1:3), the more difficult and more expensive construction become and

this should be considered during infrastructure intervention planning. The terrain therefore plays an integral part in determining settlement patterns or the line of roads which needs to be built cost-effectively. Apart from infrastructure provision and housing, the slope of the land will be a determining factor in potential economic activity especially agricultural product potential. As noted from the topography analysis, the slope map shows that the more even plains are situated in the eastern parts of Ezingoleni LM.

3.2.5 EXISTING NODES

3.2.5.1.1 NODES

Ezingoleni is the only Convenience Shopping Cluster within Ezingoleni Local Municipality. The Ezingoleni Village is the primary node and the most densely populated area within the municipality. It serves as the main commercial and administrative centre and is a priority focus area. With a large concentration of people, development efforts are focused on economic development & service provision, job creation, government services and ensuring basic services. The Node and its boundaries (as determined by Isibuko se-Africa) are illustrated on the image below.

Rural Service Centres (RSC) is located in low density rural areas, but is well located to serve a large number of rural residents. Rural service centres should be planned to include services and retail / wholesale component.

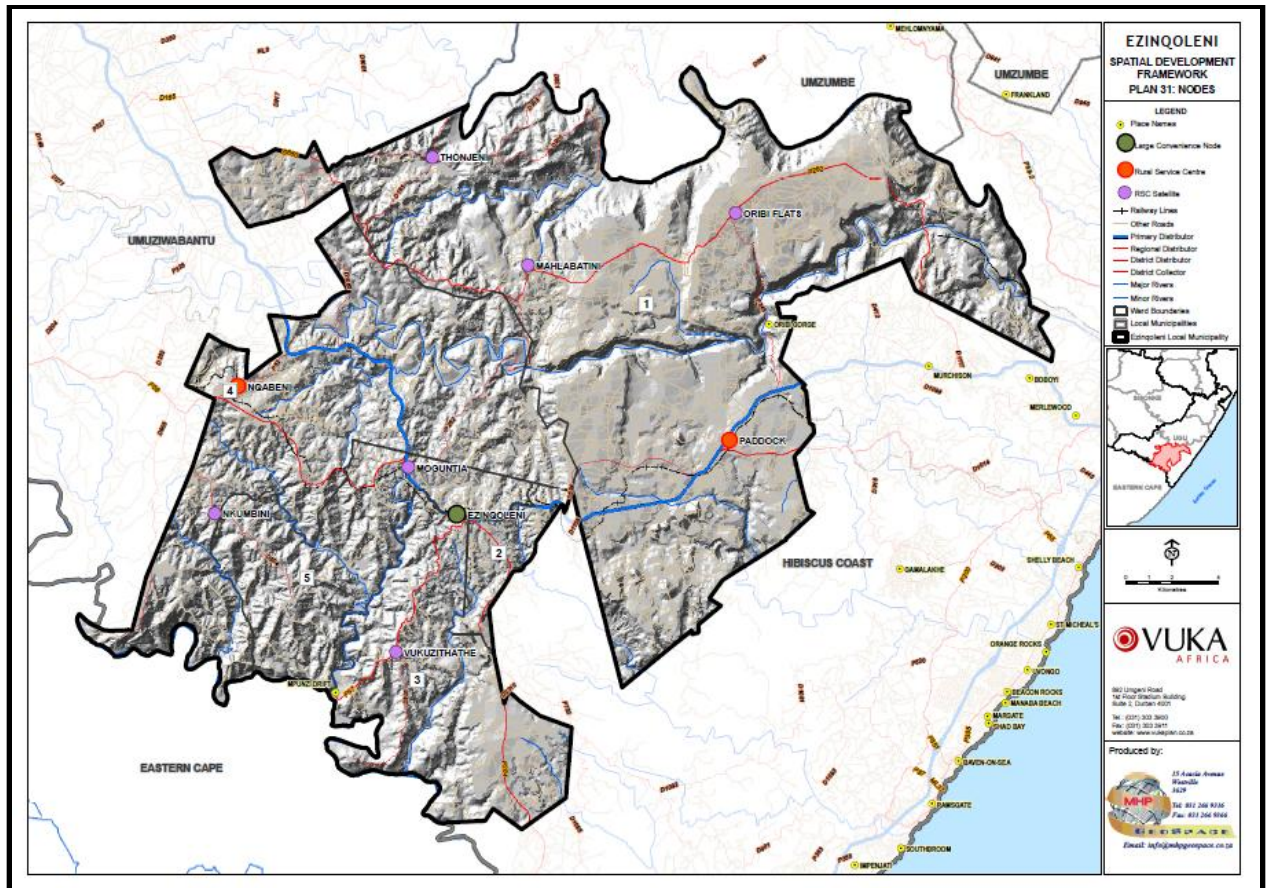
The Rural Service Centres identified within Ezingoleni Includes the following settlement areas:

- Paddock,
- Nqabeni

The Rural Service Centre Satellites identified within Ezingoleni Includes the following settlement areas:

- Mahlabatini
- Moguntia
- Mthimude
- Oribi Flats
- Thonjeni
- Vukuzithate

Rural Service Centre Satellites serves a number of settlements, but in the short term physical development in these centres will be limited. It is suggested that the focus in these nodes will be more on the delivery of periodic services (retail, government and other) and promoting / supporting private sector investment.



Map 7: Ezingqoleni Rural Nodes and accessibility network

3.2.5.2 URBAN EDGES

In these identified nodes the images below outline the Urban edges



Picture 1: illustrates the Nqabeni node and its proposed urban edge



Picture 2 illustrates that of Ezingolweni urban node

3.2.5.3 Corridors

The primary corridor traversing Ezinqoleni Municipal area in an east west direction is the N2 National Highway. This movement and activity corridor links the Ezinqoleni Municipality directly to the uMuziwabantu Municipality (Harding Town) in the west, Eastern Cape Province in the south, as well as Port Shepstone and the coastal regions. The main and secondary nodes of the area are also distributed along this route.

Various secondary corridors ensure circulation and access to the northern and southern economic activities within the municipality. Please refer to **Map 7: Accessibility Network** for a depiction of these corridors.

These secondary corridors are:

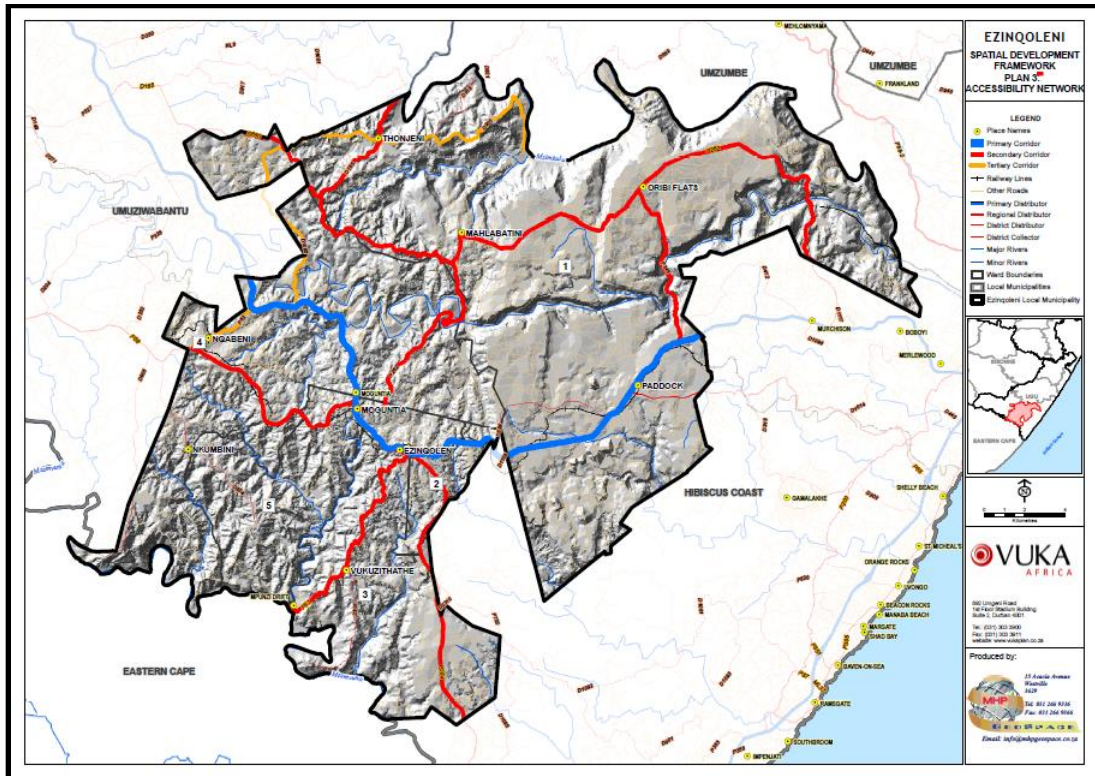
- The D165, D860, P262, and P354 roads - The route from Ridge-Wosiyane-Maryland- Oribi Flats Murchison;
- P284 road - The route from Eden Store to Ezinqoleni;
- P57 road - The route from Mpunzi Drift to Ezinqoleni;
- P58 Machi Road - The route from Moguntia to Mthimude;

A third hierarchical level of roads exists which provides circulation for the local residents. These Tertiary Corridors are:

- A route that consists of the D920, the D1085 and the N2 which runs from Nkuswana via Thonjeni-Nkulu to Nqabeni;

- A route that runs from Moguntia to Maryland/Mahlabatini.

Please refer to **Map 7: rural nodes Accessibility Network** for a depiction of the main accessibility routes and thoroughfares in Ezingoleni.



Map 8: Accessibility Network

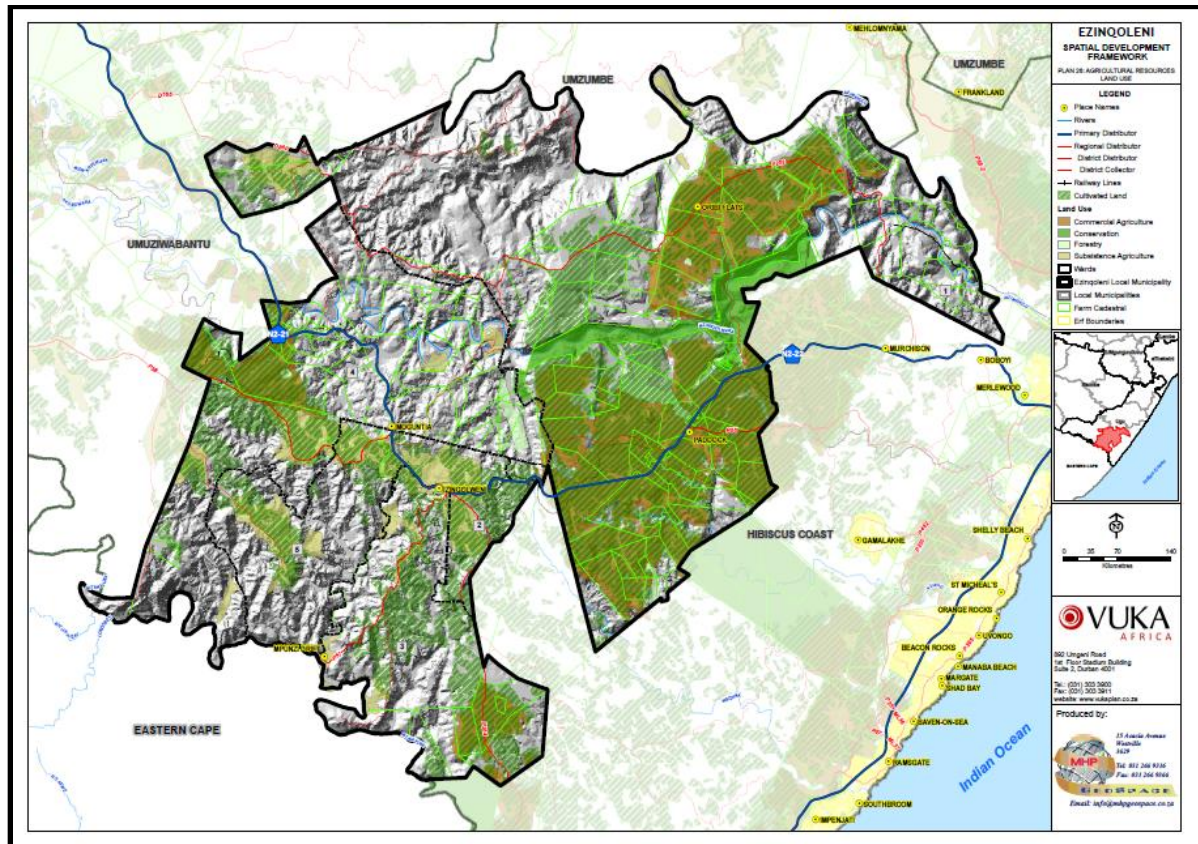
3.2.6 BROAD LAND USES

The land with the highest agricultural potential is situated along the eastern boundary of the municipality and closely follows the UMzimkhulu River. Other areas around Oribi Flats in the north and the southern portions are classified as good agricultural land. The Ezingoleni Spatial Development Framework goes on to consider both formally registered conservation areas as well as additional potential/future conservation worthy areas.

Areas of environmental concern include the following:

- Wetlands and watercourses,
- Areas prone to soil erosion,
- steep slopes,
- archaeological sites and
- tourism assets

Generally residential land use is situated away from areas of high agricultural potential and conservation worthy areas.



Map 9: Ezinqoleni Conservation worthy areas

3.2.7 Land Ownership & Land Reform

The map below depicts the ownership of the properties within Ezinqoleni. The central and eastern portions of the municipality is characterised by privately owned farms while the southern portions and north western areas, mainly south of the N2 route are Tribal Authority areas owned by the Ingonyama Trust. These areas are divided into three separate Traditional Authority Areas, namely:

- Qinselani – Manyuswa TA,
- Vukuzithate TA, and
- Nkumbini TA.

Depending on existing communication structures between the local authority, and the Traditional Authority, careful planning & co-ordination will be required to ensure proper and effective provision of services. The entire Oribi Gorge is proclaimed as a nature reserve and registered in the name of the State.

EZINQOLENI
SPATIAL DEVELOPMENT
FRAMEWORK
PLAN 11:
LAND TENURE

LEGEND

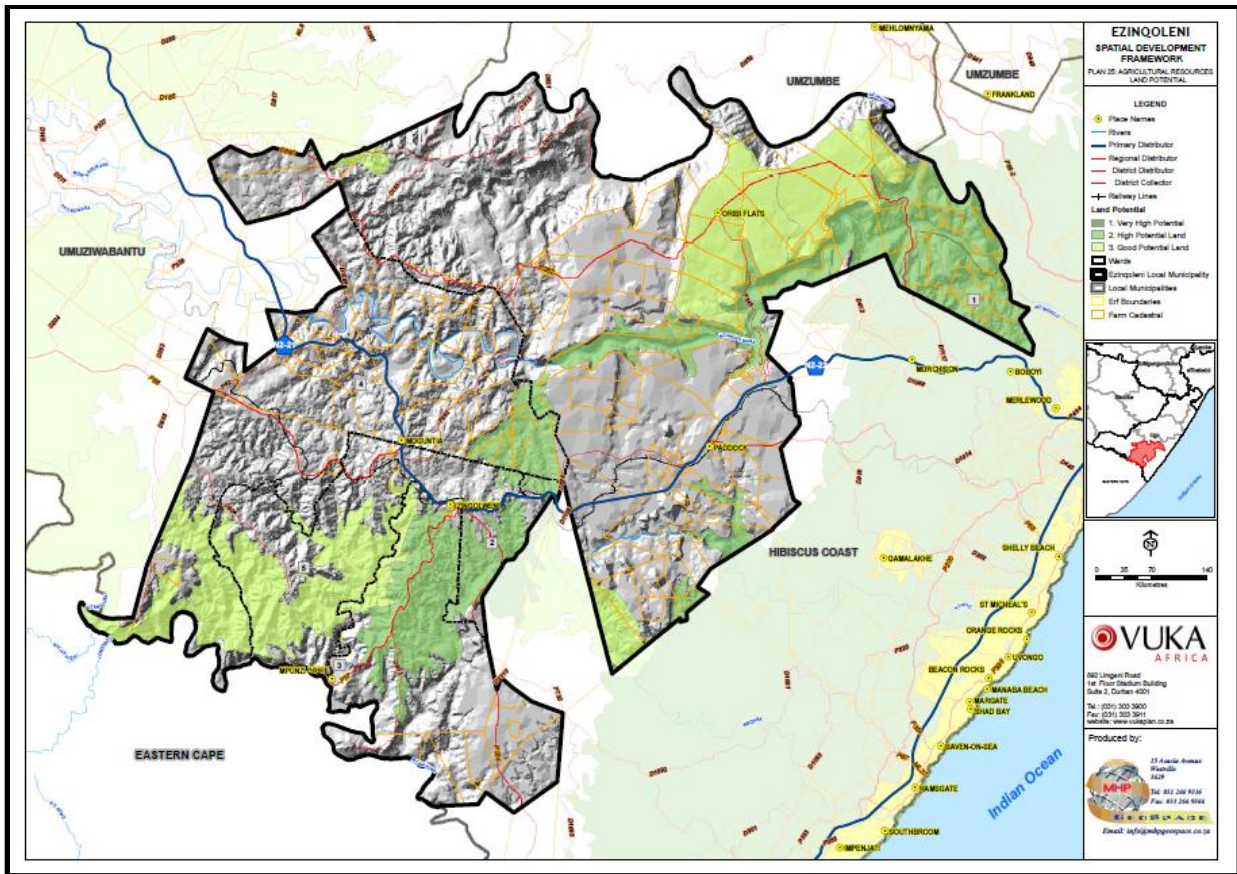
- Place Names
- Railway Lines
- Regional Distributor
- District Distributor
- District Collector
- Major Rivers
- Minor Rivers
- Farm Portions
- Urban Cadastre
- Unalienated State Land
- Private Redistribution Claims
- Scheduled Redistribution Claims
- Labour Tenants Application
- Traditional Authorities
- Ward Boundaries
- Strategic Local Municipalities
- Local Municipalities

Produced by:
VUKA AFRICA
460 Ungezi Road
1st Floor (Broom Building)
Suite 2, Curben 4001
Tel: (031) 303 5800
Fax: (031) 303 5811
website: www.vukaplan.co.za

Produced by:
M-P
15 Amie Avenue
Kleinfontein
7620
Tel: 011 264 8100
Fax: 011 264 8100
E-mail: info@mpdesignspace.co.za

3.2.8 Land Capability

The agricultural resources are illustrated by **Agricultural Land Potential** map below, and **Agricultural Land Use** map above respectively. The land with the highest agricultural potential is situated along the eastern boundary of the municipality and closely follows the UMzimkhulu River. Refer to **Agricultural Land Potential** map, for a depiction of the locality of this land. Other areas around Oribi Flats in the north and the southern portions are classified as good agricultural land. The current cultivation pattern does not correspond to the potential of the land, which might have the effect that some of the farms are not as productive as the areas in close proximity to the higher agricultural potential land. According to the land potential plan, the north western parts of the Municipality are less suitable for agriculture, as the input costs will be very high, and might be more than the returns received from the land.



Map 11: Environmental areas

3.2.9 ENVIRONMENTAL ANALYSIS

3.2.9.1 KEY HYDROLOGICAL FEATURES

3.2.9.1.1 Water Bodies & Catchment Areas

Catchment areas is an extent or area of land where water from rain drains downhill into a body of water, such as a river, lake or dam. The drainage basin includes both the streams and rivers that convey the water as well as the land surfaces from which water drains into those channels, and is separated from adjacent basins by a catchment divide.

A total of **6 catchment** areas exist within the Local Authority, which is also an indication of the varied topographical changes of the area. Ecological aspects also need to be taken into account when

considering Catchment Areas/Drainage Basins. The water flowing from the catchment areas, flows to a dam which is ultimately used for service provision such as water used for household purposes. It is therefore necessary to consider the impact that settlements have on the quality of water, and where sanitation services are critically needed to prevent cholera for example. The use of pesticides on large scale for agricultural use must be limited where commercial farming can have a negative impact on the quality of water. The spatial development framework must therefore highlight the critical aspects which need to be addressed as a matter of urgency, and ensure that no land use is proposed in an area, where the specific land use can have detrimental effects on the environment.

The presence of a large number of rivers and high volumes of water implies that safety of communities also needs to be considered by locating them outside possible flood line areas. The characteristics of these rivers and the possibility of introducing 30m buffer zones are described below.

UVONGO

The Uvongo River originates east of Ezingolweni and flows eastwards, draining into the Indian Ocean near the town of Uvongo. This river flows mostly through commercial farming areas, as well as the Mbumbazi Nature Reserve, in the upper catchment, Traditional Authority Areas in the middle reaches, and urban settlement in the lower catchment. Applying a 30m development buffer may be problematic in the upper reaches and particularly in lower reaches, due to the encroachment of commercial farming into the riparian zone.

UMZIMKHULU

The Umzimkhulu River originates in the foothills of the Drakensberg and flows eastwards through the Ugu District Municipality, draining into the Indian Ocean near Port Shepstone. The upper catchment is mostly Traditional Authority Area and largely undeveloped due to the steep topography. There is some commercial farming in middle reaches on the Oribi Flats, with a large limestone mine at the confluence with the Umzimkulwana River. There is a considerable amount of urban development alongside the river east of the N2. It is possible to apply a development buffer of minimum 30m, particularly in the middle and upper catchment.

UMBIZANA

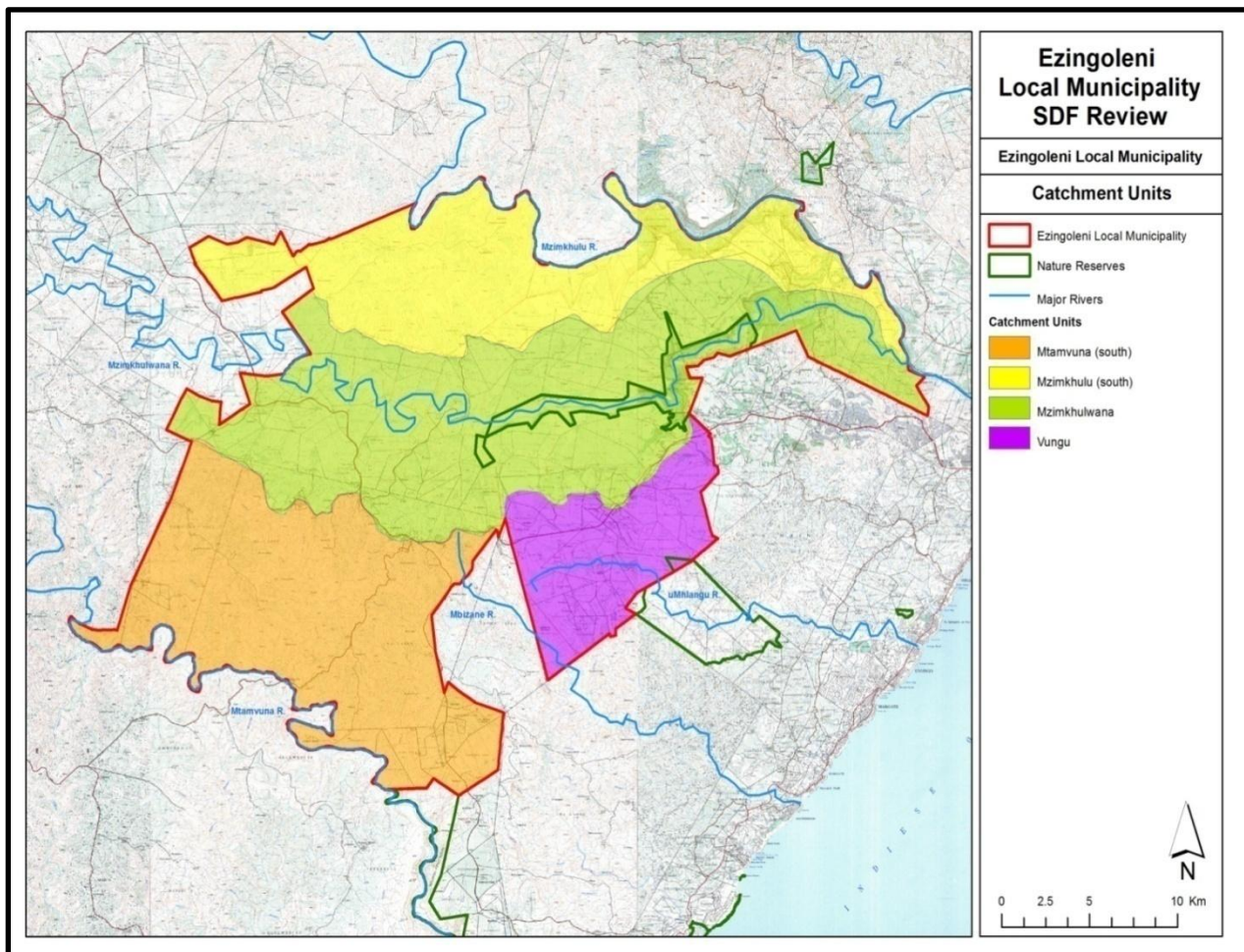
The Umbizana River also originates east of Ezingolweni and drains into the Indian Ocean near Southbroom. The characteristics of this river are very similar to that of the Uvongo River.

UMPENJATI

The Umpenjati River is a relatively short river which originates south-east of Ezingolweni and drains into the Indian Ocean near Palm Beach. This river flows mostly through Traditional Authority Areas where the steep topography has limited settlement in the drainage lines. It is therefore possible to apply a 30m development buffer on this river and the majority of its tributaries.

UMTAMVUNA

The Umtamvuna River marks the southern edge of the Ugu District and KwaZulu-Natal Province. This river originates outside the District and is fed by two major tributaries; the Mafadoba River and Weza River. There is little or no settlement along this river in the upper and middle reaches due to the steep topography. Some urban development has taken place on the floodplain in the lower reaches, below the



Map 12: Catchments

3.2.10.2 PROTECTED AREAS

- Oribi Gorge

The Oribi Gorge Nature Reserve is identified as a protected area proclaimed in 1950 and is situated in the Oribi Gorge, which is approximately 27 km long, 4 km wide (widest point) and 400 m deep. At the base of the cliffs of both gorges there are rocks over 1000 million years old while the cliffs themselves are formed from sandstone deposited about 365 million years ago. Below the gorges is a large surface mine producing cement. The photo below illustrates the spectacular Oribi Gorge. *Source: Rachel White (2007)*

In addition to the Oribi Gorge Nature Reserve, small portions of the Mbumbazi Nature Reserve affect Ezingoleni Municipality. The Umtamvuna Nature Reserve only borders the Municipality in the south

where the Hibiscus Coast, Ezingoleni and Eastern Cape Provinces meet. Apart from the formally protected areas the data from the KwaZulu-Natal Conservation depicts some reserves such as the Lake Eland Game Reserve, was not proclaimed as a conservation area. In addition to the Protected Areas the Conservation areas consist of a composite of Core Environmental areas, steep slope areas unsuitable for development and 30m flood line buffers surrounding the rivers. The following conservation worthy areas was identified.

- Oribi Conservancy Area

The Oribi Conservancy Area is a small 235 ha private nature reserve established by Natal Portland Cement (NPC) near the confluence of the Umzimkhulu and Mzimkhulwana Rivers. This area contains grasslands which form part of the Interior South Coast Grasslands Belt, a Critically Endangered ecosystem, and must therefore be protected. The majority of this area is situated on private property. NPC has established the Oribi Conservancy in this area, and currently maintains the 235 ha conservation area.

- Umtamvuna Nature Reserve

The Umtamvuna Nature Reserve is approximately 3257 hectares in size and lies along 25km of the Umtamvuna River Gorge. The river's source is in the Ngeli Mountains in the West and flows into the Indian Ocean in the East forming a natural border between KZN and the Eastern Cape. The Umtamvuna Nature Reserve forms part of the Pondoland Centre of Plant Endemism whereby many endemic plant species can be found. This southernmost nature reserve in KwaZulu-Natal is a botanical paradise consisting of an interesting stretch of riverine forest and steep rocky cliffs. Animals in the reserve include Samango Monkey, Blue Duiker, Bushbuck and Leopard.

- Mbumbazi Nature Reserve.

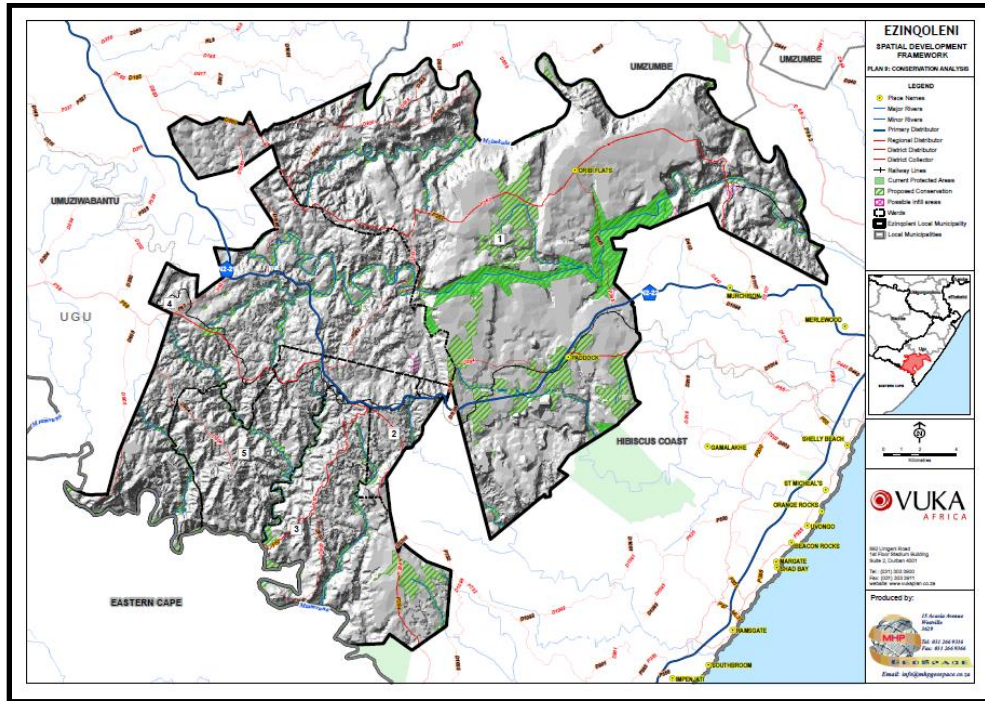
This is a relatively large reserve, situated on the Vungu River, west of Uvongo. This 2,000 ha reserve protects several threatened ecosystems, including Interior South Coast Grasslands (Critically Endangered), Margate-Pondoland-Ugu Sourveld (Critically Endangered), and Northern Coastal Forest. Ezemvelo KZN Wildlife is in the process of introducing Buffalo into the reserve. The Reserve is currently not open to the general public and there are no facilities in place for visitors. Birding groups however make use of the Reserve.

- Oribi Flats Grasslands

There are a number of grassland areas on the Oribi Flats plateau, particularly on the edges on the escarpment. The majority of these grassland areas are Oribi-Port Edward Pondoland-Ugu, an Endangered ecosystem, which must be protected. These areas generally occur on private property adjacent to cultivated areas.

- Umzimkhulu River Valley

This is a significant area of Eastern Valley Bushveld and Ngongoni Veld (Vulnerable) situated in the upper catchment of the Umzimkhulu River. This area falls within a Traditional Authority Area and has relatively low levels of settlement due to the steep topography. It is proposed that the Umzimkhulu Game Reserve is established in this area.



Map 13: Environmental analysis

3.2.11 LAND COVER

The broad land cover found in Ezingqoleni Local Authority, consist of:

- | | |
|--------------------------------|------------------------------|
| Alpine grass-heath; `Bare rock | Permanent orchards |
| Bare sand ; Bushland | Permanent pineapples dryland |
| Degraded bushland | Plantation |
| Degraded forest | Rural dwellings |
| Degraded grassland | Smallholdings - grassland |
| Bushland dense | Sugarcane - commercial |
| Erosion; Forest | Sugarcane - emerging farmer |
| Grassland | Subsistence (rural) |
| Mines and quarries | Urban; Dam; Wetlands |

3.2.14 SPATIAL AND ENVIRONMENTAL TRENDS AND ANALYSIS

SPATIAL VARIETY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<p>► Ezingoleni Community aims to preserve the rural culture and rural nature of the municipality as a key distinguishing factor.</p> <p>► The current predominant rural character often perpetuates a monogamous economic land scape.</p>	<p>► A dualistic and sometimes conflicting situation arise where the preservation of the rural nature could hamper economic development or vice versa.</p> <p>► The lack of spatial diversity negatively affects living quality, economic opportunity as well as a justification for public investment.</p>	<ol style="list-style-type: none"> 1. Enhance regional identity and unique character of place by the incorporation of rural standards in spatial planning. 2. Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic development.
SPATIAL EQUITY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<p>► Many communities do not have easy access to service and economic opportunities found in Ezingoleni and other nodes.</p> <p>► Clear and uneven distribution of employment opportunities exist between Ezingoleni Town and most of the rural areas.</p> <p>► Public facilities and services are being scattered across community areas rather than grouped together at access points, although this is emerging in some areas.</p> <p>► While economic integration occur to some extent in the Ezingoleni Town Centre, for the most part economic barriers continue to prevail. (E.g. very limited economic investment in outer laying areas)</p>	<p>► It is expensive and time consuming for poor rural families to move to places of employment and social facilities.</p> <p>► Limited employment opportunities result in high levels of commuter traffic, experienced in especially the Ezingoleni Town Centre.</p> <p>► If community facilities are scattered in different locations then the thresholds (number of people needed) to promote local development activities and access to opportunities is decreased.</p> <p>► High degrees of segregation between places of work and home and uneven access to social and economic activities within the total Ezingoleni area.</p>	<ol style="list-style-type: none"> 1. Provision, upgrading and maintenance of key distribution routes and link roads to corridors. 2. Promotion of economic activities in closer proximity to the rural unemployed. 3. Clustering of social and community facilities at more accessible points within rural service nodes. 4. Promotion of private sector investment in rural areas within diverse economies. 5. Spatial focus of resources to areas of greatest need to redress inequalities in services standards and quality of life. 6. Equitable protection and support of rights to and in land. 7. Promote participatory and accountable spatial planning and land use management within all areas of Ezingoleni Municipality.
SPATIAL EFFECIENCY		
ISSUES	EFFECTS	STRATEGIES
<p>► Historic and current rural land use patterns outside of Ezingoleni Town do not support principle of efficiency.</p> <p>► Economic investment mainly in Ezingoleni town.</p> <p>► General lack of clear nodal</p>	<p>► The poor condition of certain vital distribution routes is costing the local rural communities in terms of time and money.</p> <p>► Effective transport service is hampered by road conditions which impacts on</p>	<ol style="list-style-type: none"> 1. Provision, upgrading and maintenance of key distribution routes. 2. Rural Infill planning and Settlement Restructuring is required to make the delivery of services more cost effective.

<p>clustering is contributing to inefficient spatial structure.</p> <p>► Lack of structured spatial economic strategy and/or co-ordination to guide private investment.</p>	<p>accessibility of opportunities for the rural poor.</p> <p>► The fluctuation subsistence agricultural production causes an increased pressure on urban economic opportunities within Ezingoleni and an evident poverty trap.</p> <p>► The location of housing options mainly in rural areas means long and expensive journeys to work and social facilities.</p> <p>► Economic investment occurs on an ad hoc basis and is scattered by sporadic opportunities.</p>	<p>3. Stimulation of Ezingoleni Town and Rural Service nodes to promote sufficient market thresholds.</p> <p>4. Phased Planning around bulk capacities to ensure more cost effective developments.</p> <p>5. Promotion of economic opportunities in close proximity to residential functions (where sustainable).</p> <p>6. Planning alignment with surrounding municipalities and sector strategies.</p>
SPATIAL SUSTAINABILITY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<p>► Insufficient maintenance of existing physical infrastructure.</p> <p>► Conservation worthy and sensitive areas are being lost to other competing land uses in the majority of rural areas.</p> <p>► Daily rural living activities are contributing to localised water pollution.</p> <p>► Current lack of land management in rural settlements, the clearing of natural vegetation, conversion of agricultural land and inadequate storm water provisions have high costs for remedial and mitigation actions, e.g. damage to roads and houses after heavy rains.</p>	<p>► The people in outlying rural areas have low per capita income, which often means that full services are unaffordable and this leads to non-payment which is financially unsustainable for the municipality and the rural poor.</p> <p>► Once disrepair reaches a critical point complete reconstruction is required at a greater cost.</p> <p>► Pollution impacts on human health and living conditions and limits future agricultural and tourism development potential, with implications for export competitiveness, and health costs.</p>	<p>1. Protection and use of natural hydrological systems.</p> <p>2. Plan service standards in line with economic and environmental affordability.</p> <p>3. Conservation and maintenance of infrastructure and resources are better than replacement.</p> <p>4. Fragmented spatial structure causes rural sprawl and should be countered within parameters of rural culture.</p> <p>5. Improved land management measures to control potential conflicts are required.</p> <p>6. Protect productive land for agricultural purposes.</p> <p>7. Identify and promote alternative infrastructure solutions within landscape of municipality.</p>

Table 20: Spatial and environmental trend analysis

3.2.15 SPATIAL AND ENVIRONMENTAL OPPORTUNITIES AND CONSTRAINTS

3.2.15.1 OPPORTUNITIES

- Integration of natural open space areas into the spatial development framework of the area as “assets” that add value to development – i.e. inclusion into the development fabric and allocation of active roles of these areas for the visual amenity they offer, recreation / tourism use, as noise and heat buffers, and spiritual purposes.
- Large pockets of natural open space between the headwaters and river mouth of major rivers provide important buffer / flood attenuation service - reducing risk to coastal and low-lying areas. Investment into the management of these areas could be leveraged on the basis of offsetting the damage to private and public infrastructure experienced in 2008.
- There is a need to explore opportunities for creating employment through implementation of rehabilitation programmes; such as working for water, donga restoration, or forest restoration, in traditional rural areas.
- The need of using / managing natural open spaces, particularly those of conservation areas, as biodiversity offset areas. These areas can also possibly be registered under the Ezemvelo KZN Wildlife Stewardship Programme.
- Natural open space is one of the dominant land uses within all catchments units, particularly Mzimkhulu (s) and Mtamvuna (s), with more than 70% natural open space coverage.
- Many of these natural open spaces are already under pressure from other uses, and ecosystem service supply levels are reduced. This limits the ability of these ecosystems to absorb increased impacts associated with inappropriate future development and there will need to be a high level of servicing of such development to prevent transferring additional pressure onto the receiving environment. This will have cost implications.
- Given the importance of Ezingoleni as a generator of ecosystem goods and services locally and for downstream areas, the key natural open spaces, should not be transformed or fragmented by development of roads networks or otherwise. This will impact on possible route alignments of new road networks, and on areas available for various types of development.
- Demand for harvesting of natural resources is exceeding supply in majority of traditional rural areas, resulting in degradation of environmental assets, particularly Riparian, Bushveld, and Grassland areas. This demand is driven by a dependence on natural resources base to sustain rural

livelihoods. There is a need to protect and enhance the management of these areas in order to secure a more sustainable supply of these natural resources.

- In order to secure a high level of robustness in the supply of ecosystem goods and services, key natural asset areas should remain interlinked by corridors of green space, which may impede the route alignment alternatives for certain linear infrastructure types such as roads.
- Need to protect remaining areas of extensive and intensive commercial agriculture within Ezingoleni where possible, given that this is one of the more productive agricultural areas within the province of KwaZulu-Natal. Also need to diversify commercial agriculture and intensify small-scale agriculture in traditional areas.
- High rates of water abstraction for commercial agriculture and forestry has already exceeded the supply of water, particularly to coastal region. Severely limits opportunities for expanding large-scale agriculture and forestry, and water-intensive industries.
- Preservation of grasslands, particularly KwaZulu-Natal Coastal Belt Grasslands and KwaZulu-Natal Sandstone Coastal Sourveld, is a priority for many environmental groups.
- Demand for ecosystems to supply waste assimilation and dilution service already exceeded in most catchment units. Large areas of Ezingoleni which are not connected to waterborne sanitation servicing, which increases the diffuse inflows of wastewater with low levels of treatment into the receiving environment.
- Given the sensitivity of environmental assets within Ezingoleni and potential impacts on coastal regions, new industries will require high levels of servicing (e.g. stormwater, WWTW etc.) at an extra cost to limit their impact on the receiving environment.
- Improved access is required to many of the hinterland regions before the eco-tourism potential of these areas can be realised.

3.2.16 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Good natural attractions • Established tourism products and infrastructure along the Oribi Gorge corridor • Strategic location along the N2 Corridor • High Value Agriculture • Heritage Site • Potential Town Development • Agri- Village Development 	<ul style="list-style-type: none"> • No comprehensive and co-ordinated tourism development strategy • Lack of solid partnerships for tourism development • Weak service levels • Poor infrastructure in rural areas • Slow land reform • Lack of bulk infrastructure to promote growth of the retail sector

<ul style="list-style-type: none"> • Rural development Focus • Water catchments • Commercial farmers • Existence of ecotourism areas 	<ul style="list-style-type: none"> • Poor roads, networks systems • No environmental personnel employed at the municipality
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Other sectors such as agriculture/manufacturing can be linked with tourism • Formalisation of Town and Urban Development • Agrarian Land Reform • Urban Development • Transport network opportunities to grow economy. 	<ul style="list-style-type: none"> • Steep and often rocky topography of Ezingoleni is a major limiting factor, with limited remaining flat land that can be developed.

Table 21: Spatial and Environmental SWOT analysis

3.2.17 DISASTER MANAGEMENT

In Ezingoleni Municipality there is only one personnel and 4 trainees in the Disaster Management Unit in the whole municipality and is also responsible for firefighting, hazards and flooding. There is an organisational structure for risk reduction within the municipality which includes Local Management, the Disaster Management Advisory Forum and the Interdepartmental Disaster Management Committee. Ezingoleni Municipality has a budget of R250 000 set aside for Disaster Management. The municipality uses the Ugu District Disaster Management Centre.

Ezingoleni Municipality conducted disaster risks assessment and the following was unearthed;

- Drought is prone in all Wards except Ward 1
- There is high probability of Human Diseases throughout the municipality
- Forest Fires and veld Fires are a major concern in all Wards
- Fire in Informal Settlements are common throughout the municipality
- Severe Storms (heavy rainfall) are prone in all Wards
- Severe Storms (wind) are prone in all wards
- Severe Storms (hail) have a high probability in Ward 1 and 4
- Severe Storms (lightning) is an issues in Wards 1, 2 ,3, 4 and 5, and least prone in Ward 6
- Spillage and Release (Storage and Transportation) are prone in Ward 2 and 6

Also observed from the disaster risk assessments are the frequency of these disasters and the following was observed;

- Droughts are common on a once year scale in Ward 2, to once every 5 year scale in Wards 3,4 and 6, and once in every 20 years in ward 5.
- Veld fires and Forest Fires occur once a year in Wards 1, 2,3,4 and 5; and they occur on a monthly basis in Ward 6
- Floods occurs throughout the municipality in a range from once in 20 years to once a month
- Heavy Rainfall occurs once a year in Ezinqoleni
- Strong Winds occurs once a year in Ezinqoleni
- Severe Hail Storms occur in the Municipality ranging from once a year to once every 5 years
- Severe Snow Storms happen every 20 years in Ezinqoleni
- Severe Lightning Storms have an occurrence of once a year in all Wards
- Spillage and Release (storage and Transportation) occur once a year in all Wards except in Ward 2, where it occurs once a month
- Dam Structural Failure occurs once in 20 years in Ezinqoleni

3.2.18 Risk Reduction

Risk Reduction Plans providing for prevention and mitigation strategies have been compiled through a participative process. The municipality has Risk Reductions Plans that aim to reduce the risks of vulnerable communities to acceptable levels. In preparing their Risk Reduction Plans, the Municipality will have to apply their minds and come up with cost-effective and innovative risk reduction solutions. The Disaster Management unit of the Municipality must assist immediately, but if the disaster falls the outside the mandate of the municipality, the municipality should establish a lobbying and monitoring mechanism to motivate the need for the assistance in the correct governmental or societal sector and to track progress.

When a catastrophic event occurs or is threatening in the area of the municipality, the Disaster Management Section will determine whether the event is a disaster in terms of the Disaster Management Act and alert Disaster Management role players in the municipal area that may be of assistance in the circumstances; initiate the implementation of the disaster response plan or any contingency plans and emergency procedures that may be applicable in the circumstances; and Inform the National Disaster Management Centre, the KZN Provincial Disaster Management Centre and the Ugu Disaster Management Centre of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster. The Council may make by-laws or issue directions, or authorise the issue of directions to:

- Assist and protect the public;
- Provide relief to the public;
- Prevent or combat disruption; or
- Deal with the destructive and other effects of the disaster.

Staff and resources are limited and therefore it is difficult to effectively implement the disaster management responsibilities and activities. Protocol lines are also blurred especially during major incidents as there is no call centre or dedicated number for incident management.

Ezingoleni Municipality has trained over 150 volunteer fire fighters and 10 Volunteer Core Unit that hold first aid training through the Ugu District Disaster Management Centre. The municipality facilitates Disaster Management Awareness Campaigns. There is a Disaster Management Forum within the municipality. Ezingoleni Municipality has for the past four years been able to provide relief. The municipality is also assisted by various departments such as Provincial and National departments

1. Response and recovery

- ✓ The municipality has a disaster management unit that is trained and well equipped with the necessary skills for emergency and rescue
- ✓ The municipality as a fire truck that is always on standby for emergency

2. Preparedness plans

- ✓ The municipality has these plans in place

3.2.19 SWOT ANALYSIS

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • The municipality has stock of tents and blankets • 150 volunteer fire fighters and 10 Volunteer Core Unit have been trained through the Ugu District Disaster Management Centre • Ugu District Disaster Management Centre is the hub of information on issues pertaining to Disaster Risk Management • There is collaboration between Ezingoleni and other municipalities within the Ugu District family • Information relating to the hazards in the area are shared amongst the municipalities, together with resources in the form of shared service • Information on hazards is analyzed on regular basis, and that same information created from the basis for discussions during our consultations to identify and prioritize hazards. 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> • There is minimal existing documentation, policies and plans in place pertaining to Disaster Management • The municipality operates on ad hoc basis without a Disaster Management Plan, Risk Reduction Plan and Preparedness Plan • Staff and resources are limited and therefore it is difficult to effectively implement the disaster management responsibilities and activities • There is no call centre or dedicated number for incident management.
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Ezingoleni municipality has a good working relationship with the Ugu District Disaster Management Centre • Reference is made to Ugu district Disaster management framework which sets guidelines for the municipalities, the Risk Assessments and other activities conducted. 	<p>THREATS:</p> <ul style="list-style-type: none"> • The Disaster management plan is reviewed as per IDP annual review to ensure that the municipality comply with the act before amendments or additional regulations are enforced • There is no communication with role players and stakeholders in the area to ensure that they are all aware of the hazards and strategies in place to assist with risk reduction, mitigation and preparedness • The DMP is not communicated to the community and relevant stakeholders which hinders successful and effective implementation of the disaster management plan.

Table 22 : Disaster management SWOT analysis

SECTION C: SITUATIONAL ANALYSIS

C3 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

3.3.1 INSTITUTIONAL ARRANGEMENTS

3.3.1 ADMINISTRATION

The municipality has a total of 4 Departments that are in charge of various sections in the running of the municipality and are headed by Section 54 and Section 56 Managers. These Departments are as follows:

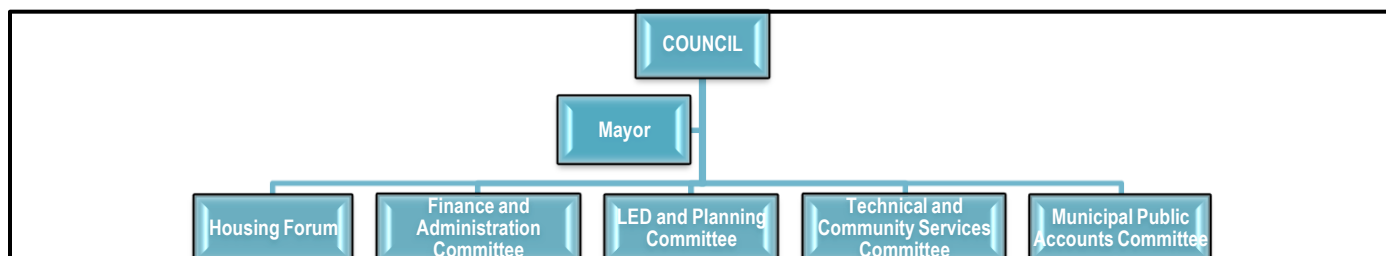
- Office of the Municipal Manager
- Budget and Treasury Office
- Technical and Community Services Department
- And Corporate Services Department

3.3.2 POLITICAL ARRANGEMENTS

Ezingoleni Municipality is governed by a plenary executive system. The council of the municipality is made up of eleven (11) councilors, six (6) ward councilors and five (5) proportionally elected (PR) councilors and is chaired by the Speaker, His Worship the Mayor Cllr M.A Mpisi. Contained in the list below is the list of all ward and PR councilors within the municipality.

Ward Councillors	Proportionally elected Councillors
Cllr. S.A Khawula	Cllr B.O Ngcobo
Cllr. B.C Mzobe	Cllr T.M Cele
Cllr. S.A Ngcece	Cllr S.E Khawula
Cllr. H.P Mbatha	Cllr P.H Mthiyane
Cllr. M.A. Mpisi	Cllr M.P Cele
Cllr. B.D Nyawose	

Table 23: Ezingoleni Councillor



Graph 6: Political Portfolios

Council further established four (4) portfolios to ensure the constant monitoring of performance within the municipality. These portfolios sit monthly and are illustrated below.

Committee	Chairperson	Members
Local Economic Development and Planning	Cllr P.H Mthiyane	• Cllr MA Mpisi
		• Cllr TM Cele
		• Cllr BD Nyawose
		• Cllr SE Khawula
		• Cllr MP Cele
Technical and Community Services	Cllr T.M Cele	• Cllr BC Mzobe
		• Cllr SA Ngcece
		• Cllr SA Khawula
		• Cllr BO Ngcobo
		• Cllr SE Khawula
Finance and Administration	Cllr H.P Mbatha	• Cllr MA Mpisi
		• Cllr BC Mzobe
		• Cllr SA Khawula
		• Cllr BO Ngcobo
		• Cllr SE Khawula
Municipal Public Accounts Committee	Cllr B.O Ngcobo	• Cllr TM Cele
		• Cllr SA Khawula
		• Cllr SE Khawula
		• Cllr PH Mthiyane

Table 24: Chairpersons and members of portfolio committees

In addition, the Council is constituted by 3 political parties in a form of public representation, which is as follows:

Political Party	Number of Representatives/ Councillors
African National Congress	8
National Freedom Party	2
Inkatha Freedom Party	1

Table 25: Political party representation

3.3.3 MUNICIPAL POWERS AND FUNCTIONS

The Constitution of the Republic of South Africa (1996), the Municipal Structures Act (Act no 117 of 1998) and Municipal Demarcation Board Act prescribes different powers and functions to the different categories of municipalities. Sections 156 and 229 of the Constitution set out the powers and functions of municipalities. Section 83 (2) of the Structures Act qualifies section 83 (1) by providing for the division of powers and functions in the case of a district and its family of local municipalities.

3.3.3.1 Municipal status on the performance of powers and functions

This analysis is done as prescribed to its category of municipalities by the Constitution of the Republic of South Africa, Act no. 108 of 1996 and the Municipal Demarcation Board:

The Municipal Demarcation Board (MDB) has developed a rating system to determine the necessity of a municipality to perform its functions. The rating is explained as follows:

- 1 = The function must be performed
- 2 = The function should be performed
- 3 = The function can be performed depending on the situation of a municipality

FUNCTION	MDB RATING	STATUS OF THE MUNICIPALITY WITH REGARD TO THE PERFORMANCE OF THE FUNCTION
Air Pollution	3	The municipality currently does not perform this function as due to limited human resource capacity.
Building regulations	2	The municipality has adopted building regulation bylaws but still faces challenges with enforcement. .
Child Care Facilities	2	The municipality currently relies on various government departments for this function.
Electricity and Gas reticulation	2	The municipality does not have the capacity to execute this function. There are no systems in place for the implementation of this function, however, the municipality provides indigent households with paraffin and candles.
Fire Fighting Services	1	This function is shared with Ugu District and Hibiscus Coast Municipalities
Local Tourism	3	Shared service with Ugu District Municipality through South Coast Tourism
Municipal Airport	3	The Municipal area does not have airports.
Municipal Planning	1	Strategic planning is performed inhouse and the municipality has a Shared services for spatial planning and land use development and control
Municipal Public Transport	2	The municipality is considering developing necessary by-laws regarding the performance of this function. This function has never been implemented.
Storm water Management Systems in Built-	1	The municipality performs this function

up areas		
Trading Regulations	3	The municipality regulates formal trading through the issuing of business licences. .
Billboards and the Display of Advertisements in public	3	The Municipality is in the process of developing necessary by-laws to effect this function, at present it rests with the Strategic planning office.
Cemeteries, funeral parlours and crematoria	1	The municipality in collaboration with Ugu District Municipality attempted the Cemetery function and could not be implemented in the area due to traditional beliefs and community resistance to embrace it. Regarding funeral parlours and crematoria, the municipality has to develop by-laws.
Cleansing	2	The municipality performs this function but is still largely limited to the CBD.
Control of public nuisances	3	The municipality has no capacity to perform this function.
Control of undertakings that sell liquor to the public	1	The municipality has no capacity to perform this function
Fencing and Fences	2	The municipality does not perform this function due to financial constraints.
Licensing and control of undertakings that sell food to the public	1	This function rests with the LED section working together with Ugu District Municipality
Local Sport Facilities	3	The Municipality performs this function with the assistance of the Department of Sport and Recreation.
Municipal Roads	1	The municipality performs this function through its funds and funding from MIG
Pounds	2	The Municipality is unable to perform this function due to financial constraints.
Public Places	3	The Municipality performs this function
Refuse Removal, refuse dumps and solid waste disposal	1	The municipality performs this function the CBD area only due to financial constraints. The municipality further has a challenge of a disposal site.
Street Trading	2	The municipality has adopted street trading bylaws and is in the process of adopting an informal economy policy.
Traffic and Parking	3	The municipality currently does not perform this function.
Street Lighting	3	The municipality performs this function at a limited scale due to financial constraints

Table 26: Municipal Powers and Functions

3.3.4 ORGANISATIONAL STRUCTURE

3.3.4.1 Corporate Services Department

The corporate services department is largely responsible for the day-to-day administration and management of the municipality. It is broadly responsible for ensuring that the municipal officials have

all the necessary tools to undertake their responsibilities, are capacitated with necessary skills for the execution of their scope of work and oversee that the working conditions are favorable. This department is made up of four (4) main sections:

- Human Resource development
- Administration
- Auxillary Services
- ICT
- Disaster Management

Human Resource development

The Human resource development unit is responsible for ensuring that there is sufficient human capital within the municipality to undertake all the powers and functions as prescribed by the constitution and all strategic intervention and performance targets as set by council. Central to this, is the formulation of various training and development strategies to ensure that the existing workforce is capacitated to perform their responsibilities. This unit is currently run by the Human Resources Officer.

Administration

The administration section is responsible for providing secretariat support to all the portfolio committees in the municipality and the general administration for the municipality. It deals with the administration of the reception area, provision of secretariat for all municipal meetings, forums and committees. It is also responsible for ensuring people centred customer care for the community and that municipal officials abide by the code of conduct.

Auxiliary services

This section is divided into records management and fleet management. The municipality relies on the records unit for the filing of all resolutions that were taken in council meetings, minutes of all management of portfolio meetings and all municipal records. The municipality currently runs this process manually as there is no electronic system in place.

Fleet management plays a huge role in ensuring that all municipal vehicles are in good condition and that no unauthorized drivers operate any municipal vehicle.

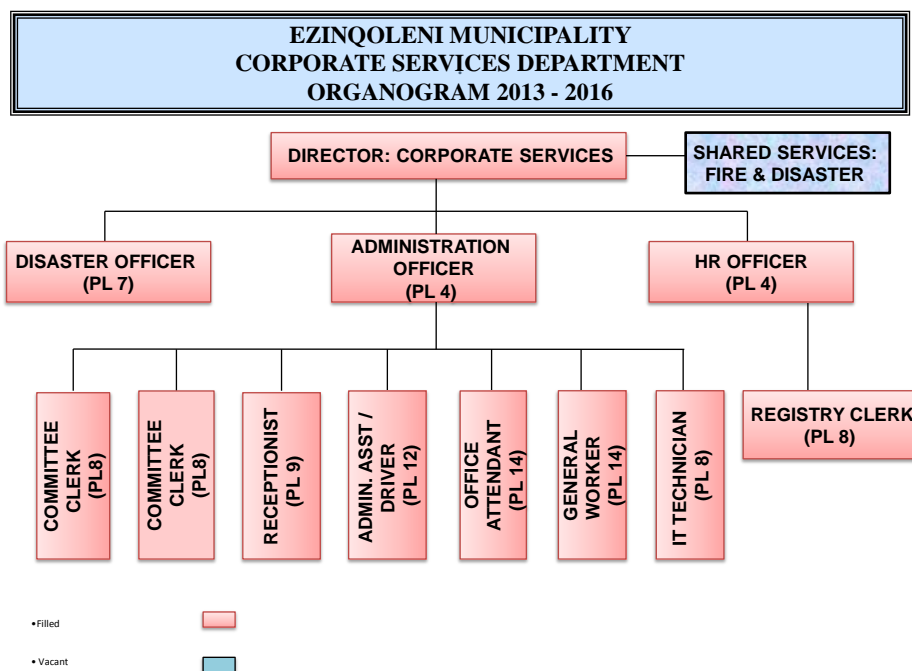
Information Technology

This unit was formed in the 2012/2013 financial year which culminated in the hiring of an IT technician who, from time to time updates the municipal website inline with all legislative requirements. This unit is also in charge of assisting employees with any IT related queries.

Disaster Management Unit

This unit is responsible for response to disasters and community awareness of any possible disasters. The disaster forum sits quarterly to discuss any issues that arise. The municipality is in a shared services agreement with Ugu District Municipality for firefighting services. During 2015 the municipality was prearranged a fire fighting truck in the municipality and 4 trainees to perform this function. The most frequently reported disasters are those related to flooding and heavy rains.

apart from the activities listed above, this office is also largely in charge, along with the Municipal Manager, of handling negotiations related to the merger, especially with issues around employee management. Below is the organogram for the corporate services department illustrating vacant and filled positions. The organogram illustrates that there is no vacant post within this section.



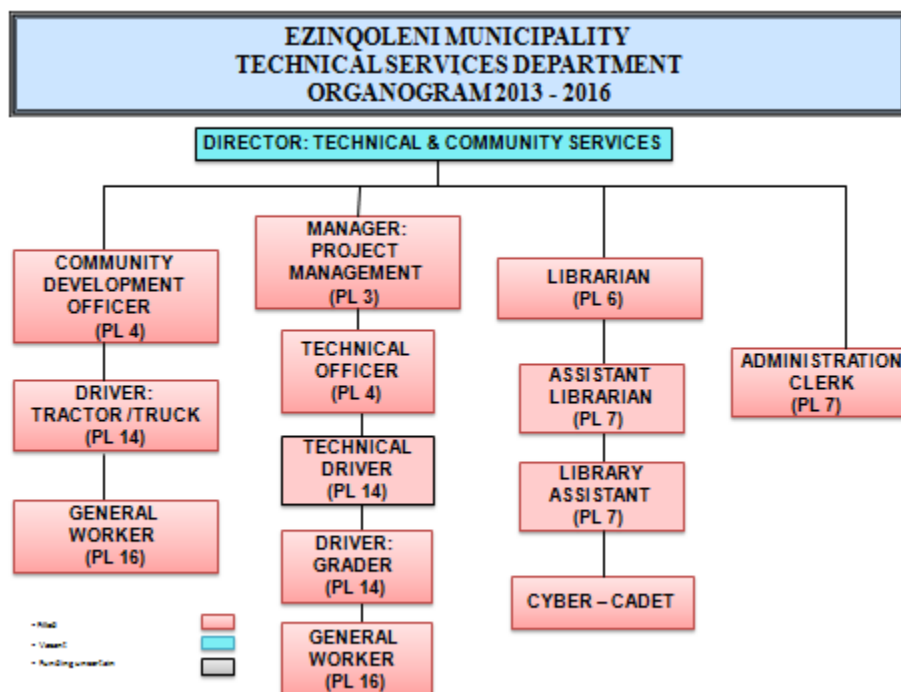
Graph 7; Coporate Service Organogram

3.3.4.2 Technical and Community Services

This Department is responsible for the implementation of all infrastructure projects that are delivered to the community, e.g. road construction, water connection, building of community structures like halls, crèches etc and construction of sports facilities, waste management and most importantly provision of houses to local communities.

The other function of this Department is to ensure that whenever a certain project is implemented, legal stipulated guidelines are followed by all the stakeholders, e.g. the principles of Extended Public Works Programmes (EPWP) are complied with, regulated working hours and safety of workers are not compromised for bigger profits.

This department is mainly responsible for road infrastructure, waste management and community services such as libraries, community halls and sports fields. Although it does not play a direct role, this section is also responsible for facilitating the provision of housing with the Department of Human Settlements, facilitating the provision of electricity with Eskom and the provision of water and sanitation working with Ugu District Municipality. The position of the Director Technical is vacant due to a resignation in 2014 and the Project Manager has been acting in this position, since this post cannot be advertised due to amalgamation with Hibiscus Coast Municipality.



Graph 8: Technical Services Organogram

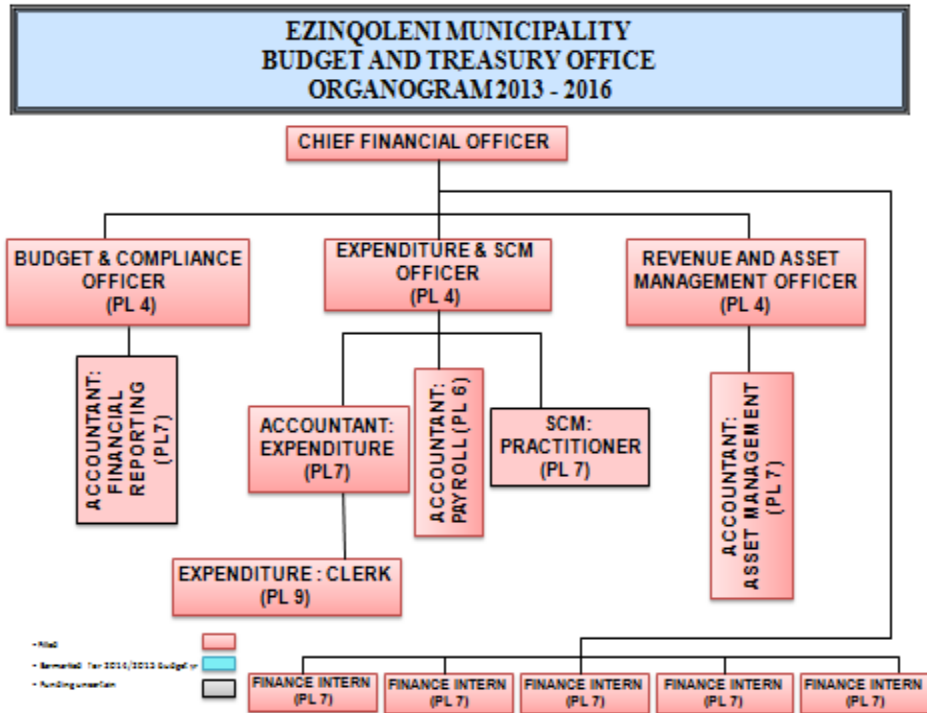
All 14 posts are currently filled as indicated by the organogram above. The assistant librarian post has been advertised during the 2014/2015 financial year and the appointment was made in 2015. The Director Technical Services vacancy occurred during the 2014/2015 financial year when there was a resignation. Because of issues related to the merger with Hibiscus LM and the freezing of posts the Technical Change Management Committee has advised that the post would not be advertised. Currently the project management Manager is the Acting Director Technical Services.

3.3.4.3. Budget and Treasury Office

The function of the Budget and Treasury office is to ensure effective financial management within the Municipality, which encompasses and underscores the following fundamental functions and responsibilities:

- Financial planning
- Preparation of budget
- Development of financial statements
- Implementation of the MPRA
- Ensuring that public spending is done legislatively and cost effectively
- Monthly and quarterly reports to provincial and national department
- Implementation of the Supply Chain Management Policy
- Management of grants and other revenue that the municipality receives throughout the financial year
- Management of income and expenditure
- Budget control
- Payment of staff salaries

The organogram below outlines the filled and vacant positions within the Budget and Treasury office. The department was able to fill 2 vacancies: SCM practitioner and financial reporting accountant in 2015. The municipality however makes use of the five interns and in this way fulfills its skills development mandate whilst executing financial duties of local government.



Graph 9: Budget and Treasury Office Organogram

3.3.4.4 Municipal Manager's office

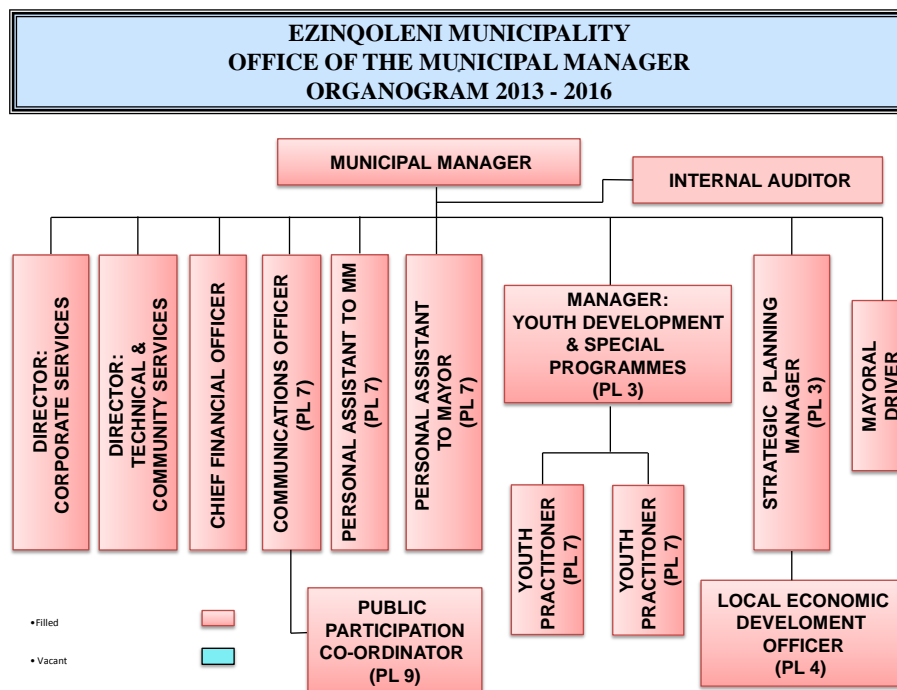
The Office of the Municipal Manager is responsible for the following functions:

- Development Planning
- Town Planning
- Performance Management
- Local Economic Development
- Mayoralty and Communications
- Community participation
- Youth Development and Special Programmes.
- Internal auditing
- Risk assessments

This includes the preparation and management of the integrated development plans and its related sectoral plans, the processing of development planning applications, the preparation and review of the PMS framework in line with the IDP, economic transformations and empowerment of the people through Local

Economic Development, the coordination of mayoral executive support and corporate communications and marketing, youth development and initiatives to take care of vulnerable groups.

This presented a challenge to the municipality as these are considered critical posts. As it has been mentioned above that the Director technical service post would not be advertised and that the Project management Manager is currently acting in the position. The internal auditor position was filled in 2015.



Graph 10: Office of the Municipal Manager Organogram

3.3.5. MUNICIPAL INSTITUTIONAL CAPACITY

3.3.5.1 Institutional Capacity

The municipality currently has 58 out of 59 positions filled, accounting for an approximate 1.6% vacancy rate. Of one position vacant, one is the Section 56 position, which can be regarded as a critical post. The proposed merger with Hibiscus Coast Municipality has meant that the municipality has been discouraged in creating new posts that were not on the organogram that was forwarded to KZN Department of Cooperative Governance and Traditional Affairs. As a result, the municipality has no dedicated environmental specialist within the municipality, yet it makes use of an agreement between the Hibiscus Coast Municipality to make use of their environmental specialist. However, as outlined above, the municipality is committed to fulfilling all its developmental roles and as a result, where feasible, has

explored other means. This can be summarized as having someone act in the position, entering into an agreement with a more capacitated municipality, relying on provincial departments or making use of interns. Apart from issues listed above, the municipality has also made arrangements for other issues such as waste management and disaster management.

3.3.5.2 Skills Development

Ezinqoleni Municipality subscribes to LGSETA which, on annual basis requires the municipality to submit the Workplace Skills Plan tabling the planned training for the financial year. Included in the plan is the report on how the municipality has progressed in capacitating the employees according to their needs. The Municipality has within the stipulated time lines submitted this plan to LGSETA and has been getting rebate for spending on staff training. Municipality has always endeavoured to capacitate staff members in a drive to ensure that they perform better in their areas of competencies. The plan produced by the municipality has been adequate and talks to the gaps and needs of the municipality and has in the past been very effective.

The most evident improvement within the municipality is the enrolment and subsequent completion of MFMA competence requirements as per the regulations by all Senior Management and senior staff. A number of other employees, specifically in the Budget and Treasury office have also completed the course. During the 2015/2016 financial year a further 6 employees from different department were enrolled and completed the course. Whilst in 2016 a further 6 were enrolled to the course. The municipality also exposes its employees to numerous other trainings and further offers bursaries to employees enrolled in various institutions.

3.3.5.3 Human Resources Policies

Below is a list of all adopted municipal human resource policies. The municipality has adopted most of the required human resource policies, however the municipality prepare, adopt and implement a HRM strategy that is aligned to its powers and functions.

The implementation of critical policies such as Employment Equity remains a challenge as the municipality still faces an imbalance in the representation of special groups such as gender, disabled. This further translates itself in the section 54/56 positions which are 100% male dominated. The municipality has however balanced this with the appointment of the Strategic Planning Manager, the LED office and committee clerk who are all female.

HR Policies and Plans			
	Name of Policy	Completed	Reviewed
1	Affirmative Action		
2	Attraction and Retention	100	Reviewed
3	Code of Conduct for employees	100	Reviewed
4	Delegations, Authorisation& Responsibility	100	
5	Disciplinary Code and Procedures	100	
6	Essential Services		
7	Employee Assistance / Wellness	100	Reviewed
8	Employment Equity	100	Reviewed
9	Exit Management	100	Reviewed
10	Grievance Procedures		
11	HIV/Aids		
12	Human Resource and Development	100	Reviewed
13	Information Technology	100	Reviewed
14	Job Evaluation	100	
15	Leave	100	Reviewed
16	Occupational Health and Safety	100	Reviewed
17	Housing Policy	100	Reviewed
18	Subsistence & Travel	100	Reviewed
20	Official Working Hours and Overtime	100	Reviewed
21	Organisational Rights		
22	Payroll Deductions	100	Reviewed
23	Performance Management and Development	100	
24	Recruitment, Selection and Appointments	100	Reviewed
25	Remuneration Scales and Allowances		
26	Resettlement		
27	Sexual Harassment		
28	Skills Development	100	Reviewed
29	Smoking		
30	Special Skills		
31	Work Organisation		
32	Uniforms and Protective Clothing		
33	Other:		

Table 27: Human Resources Policies and Plans

3.3.6 Disestablishment and merger of Ezinqoleni Hibiscus Coast LMs

After every Local Government Elections the Municipal Demarcation Board reviews the municipal outer and ward boundaries taking into account a whole range of issues to determine the new set of municipalities and wards for the Republic. Main examples for issues that influences redetermination of boundaries include cases where there are split communities, need for technical alignment of certain

boundaries including taking into account natural features and unviable municipalities in terms of population, geographic size and (potential) revenue streams.

The Municipal Demarcation Board conducts the determination of municipal boundaries as mandated by the Local Government: Municipal Demarcation Act, Act N°27, 1998. In terms of Section 21 of Municipal Demarcation Act, the Demarcation Board must determine municipal boundaries in the territory of the Republic; and may re-determine any municipal boundaries determined. It further states that, any determination or redetermination of a municipal boundary must be consistent with this Act and other appropriate legislation enacted in terms of Chapter 7 of the Constitution.

Following the 2011 Local Government Elections, the Board rolled out its municipal boundary redetermination programme. This time the process affected Ezingoleni Municipality with the Board resolving that the municipal boundaries of Hibiscus Coast Municipality (KZ216) and Ezingoleni Municipality (KZ215) predetermined by amalgamating the said municipality into one municipal area still within Ugu District Municipality (DC21). Necessary legislative processes were followed with public consultations and representations prior to taking the decision. Processes to get both municipalities ready to be a single new entity already started in earnest in 2014. The new entity is expected to exist on the eve of the 2016 Local Government Elections. As required by the legislation, the process is closely managed by the Political Change Management Committee advised by the Technical Change Management Committee. The latter consists of administration and the former consists of political leadership. In both cases, Ugu District Municipality chairs. The implications are simply that the two municipalities in most instances now work as one entity in the sense that they have to consult each other through the change management committees for key decisions. To this effect a Memorandum of Agreement has been signed between the two municipalities committing themselves to certain principles leading up to their restructuring and amalgamation. The following are the principles agreed to, the :

- alterations to the staff establishment;
- appointment of staff or the filling of vacancies unless of vital importance;
- upgrading of posts or promotions;
- increase in salaries and wages except as determined by the Bargaining Council;
- disposal or acquisition of assets above the value of R500 000. 00 (five hundred thousand rand);
- conclusion of contracts with a duration of longer than one year or the renewal of such contracts;
- use of reserve capital; and,
- new loan agreements

In line with the principle of working together, the IDP teams from both municipalities have worked together in preparing the 2015/2016 IDP Reviews. This was in recognising that the implementation period of this IDP will overlap into the new entity and therefore there should be synergy in the development programme being implemented. Also starting to share the strategic direction of the new entities will make the process for the new IDP to be prepared for the new entity to be without many challenges in terms of development approach.

3.3.6.1 Vacancy Rate

- The Office of the Municipal Manager positions were filled- with the Strategic Planning Manager being seconded to Hibiscus Coast Municipality, due to a resignation at the municipality
- The budget and finance department positions are filled- with the Budget and Expenditure Officer and Finance Clerk being seconded to Hibiscus Coast Municipality.
- The Corporate directorate positions are filled
- The Technical department has only one vacancy and with is the Director Technical and with can't be filled due to the 2016 merger with Hibiscus Coast Municipality.
- The municipality vacancy rate is 1,6%, as 98,3% of positions are filled

3.3.7 Auditor General Concerns

Ezinqoleni Municipality received a clean audit for the financial year of 2015/2016. The Auditor General report is place in the annexure.

3.3.8 ICT Policy framework

The Ezinqoleni ICT constraints have improved since the hiring of an IT technician in 2014. The remaining issues with regards to ICT will be improved once the Merger with Hibiscus Coast Municipality is finalized.

3.3.9 Municipal Transformation and Organizational Development SWOT ANALYSIS

STRENGTHS	WEAKNESS
Well functioning council and portfolio structures human resource policies Implementation of Batho Pele principles	Implementation of Employment Equity No human resources for records management Filling of critical posts Limited office space Inaccessibility of municipal offices to the disabled
OPPORTUNITIES	THREATS
Skills development	Equal representation between the races and all stakeholders within the municipality

Table 28: Municipal Transformation and Institutional Development SWOT analysis

SECTION C: SITUATIONAL ANALYSIS

C4 BASIC SERVICE DELIVERY

The municipality is characterised by a high concentration of its total population towards the southern parts of the municipality especially on the Traditional Authority land. There is a significant concentration around the Izingolweni area, although the settlements are scattered in nature with relatively low spatial densities. It is important to note that these settlements are not structured in formally established towns and thus the provision of services to these areas without linear patterns and limited servitude reserves are often challenging.

3.4.1 WATER AND SANITATION

Ezingolweni municipality is currently not a water services authority and relies on Ugu District for the provision of water to its residents. In line with the National target of universal access to potable water within 200 meters of a residential unit (minimum standard) by 2014, Ezingolweni Municipality has made tremendous inroads in that 95% of households within the municipality are meeting the minimum standards, however, access to piped water inside the dwelling still proves a challenge. Census 2011 estimates that houses that have access to piped water inside the dwelling increased from 2.9% in 2001 to 6.8% in 2011.

Ezingolweni budgets yearly to provide elderly and disabled persons with inhouse or housing compound access to water. This is done to ensure that they too have access to water and don't have to walk too standpipes

Year	% of households with access to piped water onsite
2001	2.9
2011	6.8

Table 29: Access to piped water

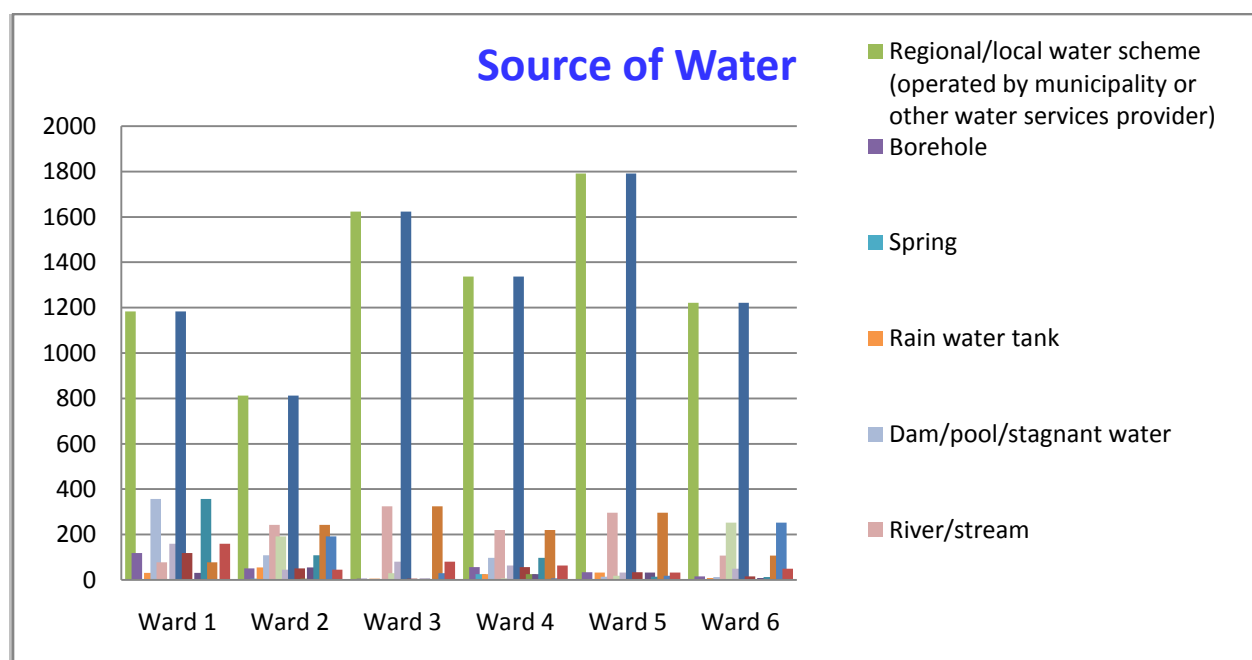
3.4.1.1 SOURCES OF WATER

This has meant that residents have had to rely on other possible means of water sources. The table and graph below gives an indication of the sources of water per ward within the municipality.

Source of water per ward (House Holds)							
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ezingolweni
Regional/local water scheme (operated by municipality or other water services provider)	1183	813	1623	1337	1791	1221	7968
Borehole	119	51	5	56	34	15	280

Spring	4	6	1	27	5	3	46
Rain water tank	31	55	6	25	33	8	158
Dam/pool/stagnant water	357	109	4	98	14	12	593
River/stream	77	243	324	220	296	107	1267
Water vendor	2	192	29	7	19	253	503
Water tanker	160	45	81	64	33	50	433
Other	7	48	18	136	7	8	224
Total	1941	1562	2091	1969	2233	1676	11472

Table 30: Sources of water per ward



Graph 11: Sources of water

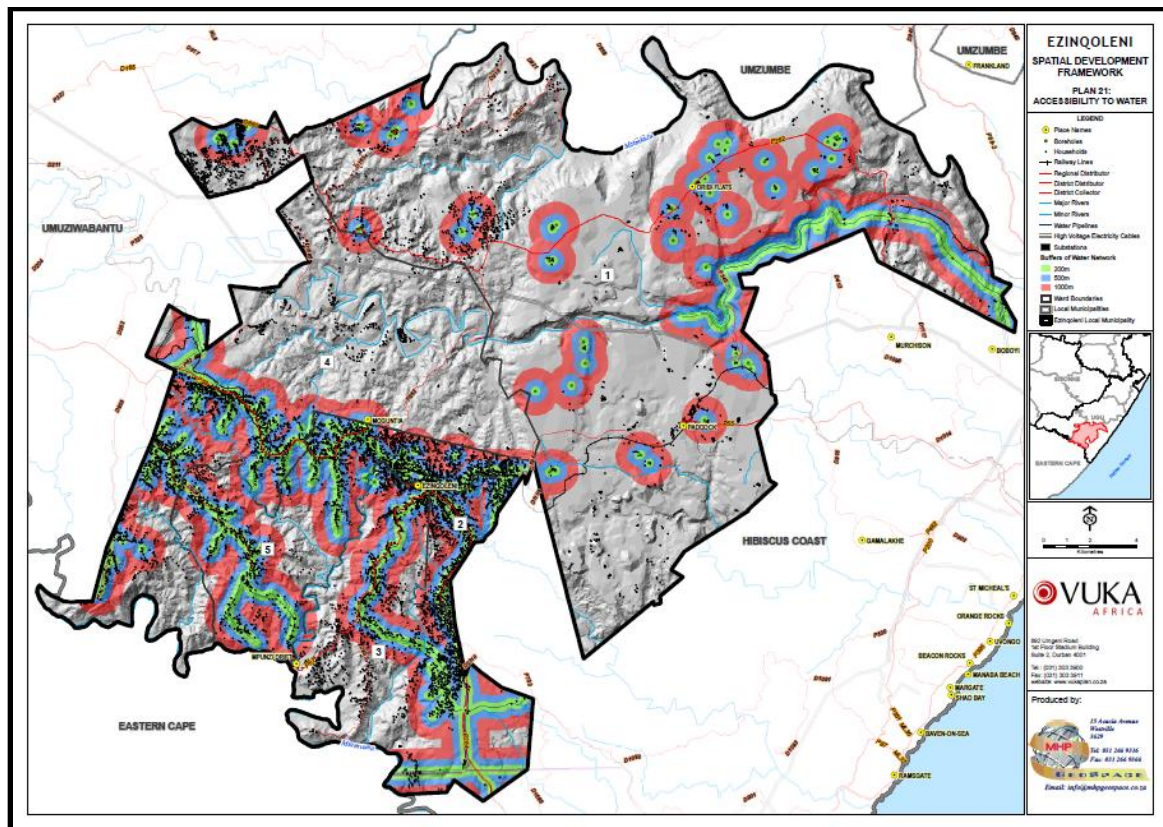
3.4.1.2 ACCESS TO WATER

Districts	2002			2012		
	onsite	Offsite	No formal piped water	onsite	offsite	No formal piped water
KwaZulu-Natal	55.5%	22.1%	22.4%	60.6%	19.6%	19.8%
Ugu	32.5%	24.1%	43.5%	30.4%	47.9%	21.7%
Ezingoleni	15.6%	31.7%	52.7%	9.4%	70.9%	19.7%

The table above sourced from HIS Global Insight indicates the amount of work that Ezingoleni Municipality working with Ugu district has managed to achieve. In 2002, the estimated number of residents with no formal piped water was at 52.7% and that has decreased to 19.7% in 2012. The

municipality realises the work that needs to be done in order to ensure that all residents and households have access to portable water.

The locality of bulk water reticulation is illustrated by the Water Services map below and from the said map it is evident that the main line services the southern populated areas of the municipality and the Oribi Gorge area.

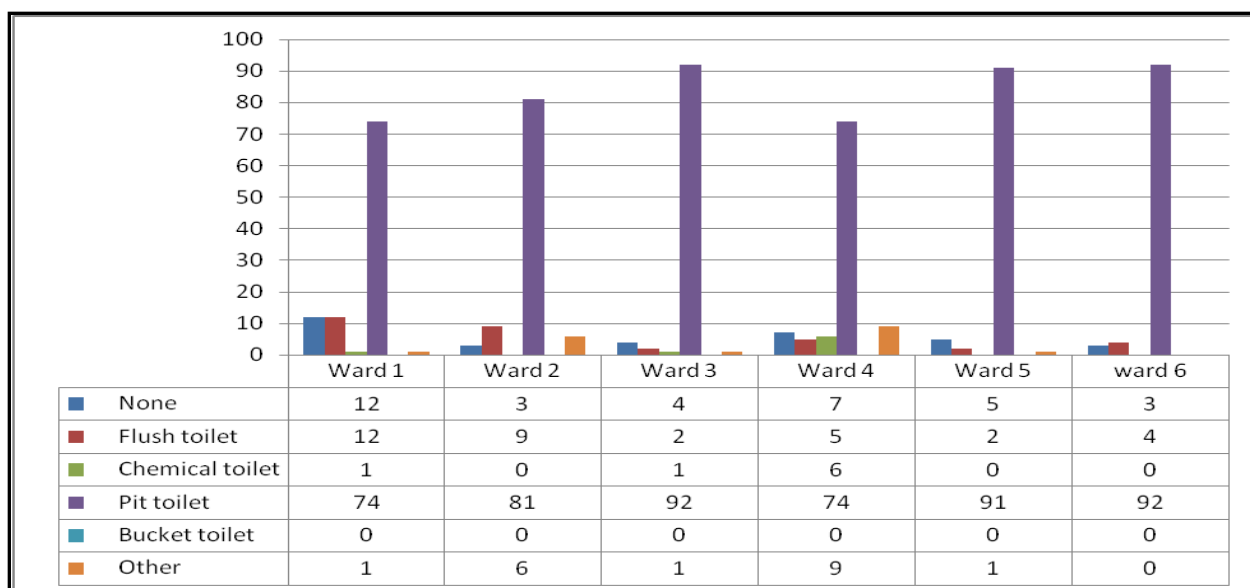


Map 15: Accessibility to water

The Accessibility to Water map above depicts how close the population is situated to possible water sources from which they can be serviced. This does not indicate whether households are serviced or not.

3.4.1.3 SANITATION

Sanitation is one of the key basic services that each household needs to have in a bid to decrease diseases caused by lack of proper sanitation facilities. The table below shows the access to sanitation per ward for the Ezingqoleni Municipality. It is pleasing to note that the bucket system at Ezingqoleni Municipality has been eradicated.



Graph 12: Sanitation per ward

Pit latrines remain the dominant form of sanitation that is evident in the municipality. This can be attributed to the fact that most of the water provision is still limited to minimum standards, therefore the municipality cannot provide flush toilets for all households when a limited number of households have access to water onsite.

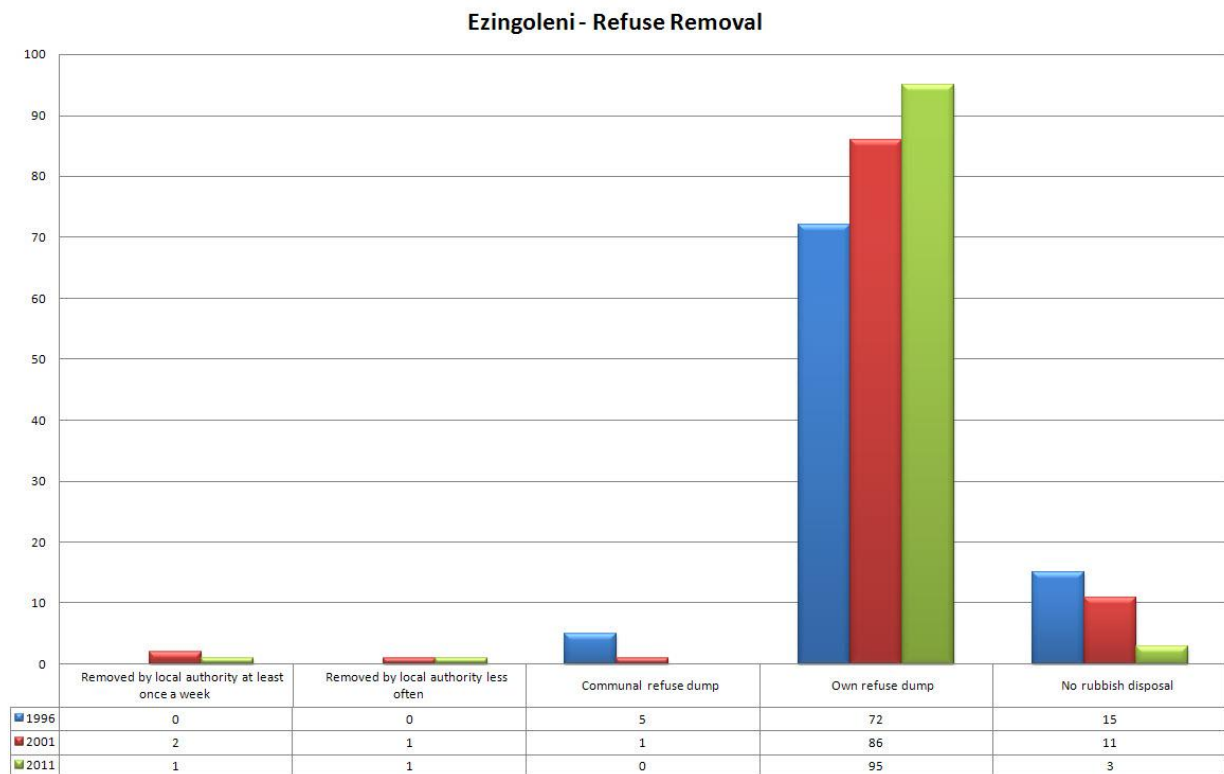
Sanitation	Percentage total
Flush Toilets	5.6
Pit Toilets	86.5
Chemical toilets	1.7
Bucket system	0.1
None	6.0

Table 32: Access to sanitation

Due to the lack of provision of water onsite, sanitation in Ezinqoleni is still largely limited to ventilated pit latrines. However, Municipality managed to ensure complete eradication of the sanitation backlog by ensuring that 100% of households within the municipality do have a minimum level of nationally prescribed sanitation service.

3.4.2 REFUSE REMOVAL

Refuse collection in Ezingoleni municipality is still limited to the Central Business District of the municipality (Ezingolweni) due to the rural nature of the municipality. Currently the municipality does not charge the customers for the provision of this service due to the absence of waste management bylaws. The municipality is however in the process of developing and advertising these bylaws leading up to the adoption by council. 12 collection stations currently exist in the inner CBD and waste collection is done atleast twice a day. The municipality does not have a licenced dumping site and the waste is disposed approximately 50km from Ezingoleni in Hibiscus Local Municipality registered landfill dump. Waste disposal for all dwellings is currently in-situ. The table below illustrates the how waste is removed in the municipality. It is evident that the majority of the population disposes waste insitu. This usually translates to the burning of waste which could have implications for the quality of the air. Thus the municipality will have to derive innovative ways of dealing with solid waste given the terrestrial constraints.



Graph 13: Refuse removal

Extending refuse collection to all the wards still poses a challenge due to the rural nature of the municipality and the scattered nature of the settlements. The situation is further compounded by the fact that there is no land fill site within Ezingolweni and the capital amount required to develop one is in excess of R10million. Presently refuse collection is confined to the commercial nodal areas which are Ezingolweni CBD, Nqabeni and Paddock which in turn is carted to the Oatlands Landfill site of the nearby Hibiscus Coast Municipality, a mere 55 kilometres away, for a single trip or 110 kilometres for a round trip. As the municipality has no landfill site, therefore Ezingolweni can't divert waste into clean energy, yet it has had community meetings teaching the residents how to safely dispose of refuse in a sustainable manner.

3.4.3 TRANSPORTATION INFRASTRUCTURE

The major structuring element for determining the existing and future concentration of development, activity and investment in the Ezingolweni Municipality consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages. The Hierarchy of activity and movement corridors is discussed below.

Within rural municipalities such as Ezingolweni, access to communities are more often than not, provided by non-proclaimed, community established gravel roads which does not have a designation or legal status. The fact that they are informal does not detract from the fact that they provide an essential service with which the communities cannot do without. As a result of this the National Department of Transport embarked on an exercise to classify roads based on their functionality. This will also impact on the maintenance responsibilities which will be shared with the Province by Local and District Municipalities.

It important to note that 1% of Ezingolweni Municipality roads are tarred and the rest are gravel roads. The municipality has systems in place to maintain these gravel roads and the municipality does budget for road maintenance.

REGIONAL DISTRIBUTION ROUTES

The N2 national highway, which runs through the Ezingolweni Municipal area, constitutes the main (primary) movement corridor because of its scale and function. The N2 links the Ezingolweni Municipality directly to the uMuziwabantu Municipality (Harding Town), Eastern Cape Province, Port Shepstone and beyond. This route, because of the importance of the N2 highway and accessibility of the area provides economic development opportunities that should be explored and encouraged.

LOCAL ACCESS ROUTES

The primary focus of these access routes is long distance traffic movement and link places of economic opportunity with places of residence. Development should be encouraged at locations that is easily accessible to the population, and where a clear need for economic activities exist.

Roads that constitute secondary access routes within the Ezingoleni Municipality include:

- The route from Ridge-Wosiyane-Maryland- Oribi Flats Murchison (D0165, D 0860, P 0262, and P0354);
- The route from Eden Store to Ezingoleni (P0284);
- The route from Mpunzi Drift to Ezingoleni (P0057); and
- The route from Moguntia to Mthimude commonly known as Machi Road (P0058).

Public interventions envisaged in this area relate to:

- a) Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.
- b) Developing a localized Corridor Development Strategies, which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- c) Ensure multimodal transport integration occur along these roads at key points

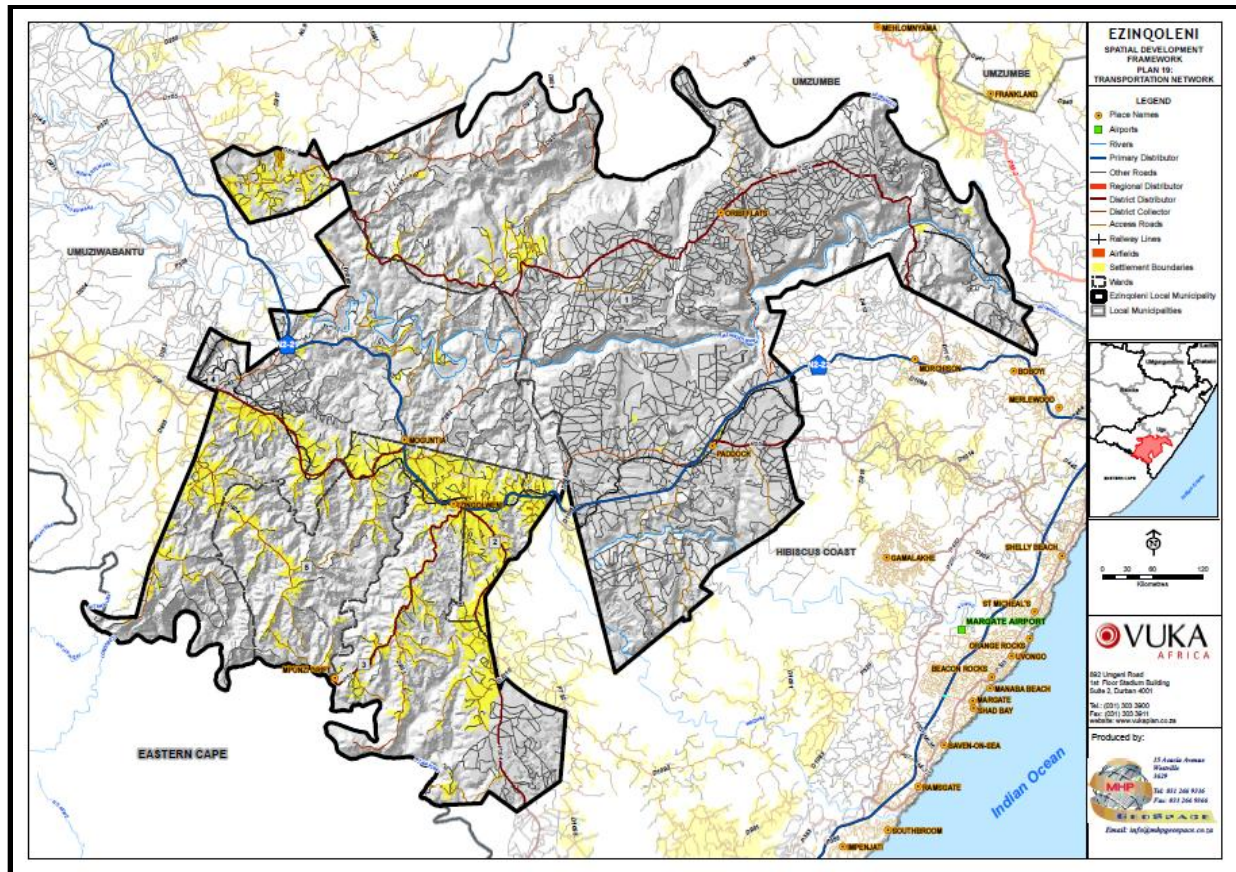
TERTIARY ACCESS ROUTES

Tertiary corridors link areas and lower order settlements within the municipalities to the secondary and tertiary nodes. These are generally slower moving access routes in terms of social interaction and economic activities.

Two roads within the Municipality are classified as tertiary corridors:

- a route that runs from Nkuswana-(D0920) via Thonjeni-Nkulu(D1085)-N2-Sunshine to Nqabeni; and
- a route that runs from Moguntia to Maryland.

The map below illustrates all the transportation networks that exist within the municipality from primary, to regional and local distributors.



Map 16: Transportation Network

ACTIVITY CORRIDOR

An activity corridor runs along the access road parallel to the N2, from the taxi rank opposite the municipal offices, through the commercial centre and re-joining the N2. This is a conceptual corridor that still needs more strengthening through focused investment and the creation of development regulations, such as urban design criteria etc.

The term “*activity corridor*” is used for short sections of road that:

- exhibit intensity of activity along them;
- are supported by nodes and residential land usage thus providing thresholds of activity to sustain economic and social development;
- are short and compact since a long section of road cannot sustain high order economic and social activity particularly in rural areas.

PROPOSED INTERVENTIONS

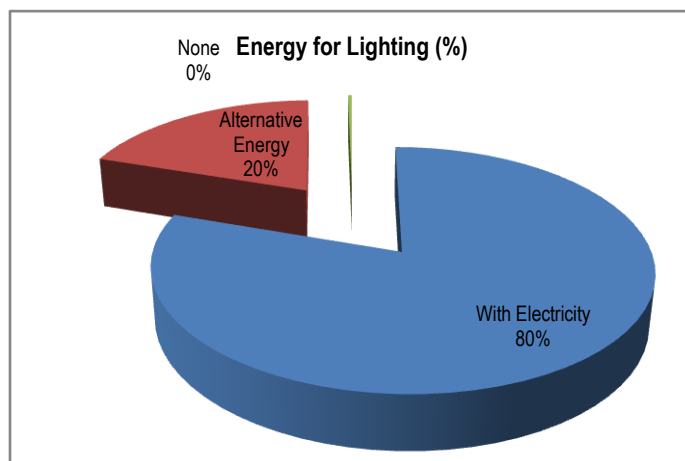
Awaiting for the KZN provincial Department of Transport to state its allocated budget for Ezinqoleni

ELECTRICITY

The municipality has made strides in the provision of electricity to all households. Largely relying on Eskom for electrification, Statistics South Africa estimates that 80% of the people of Ezinqoleni use electricity for lighting and the other 20% use alternative energy meaning as at 2011 the backlog for electricity was sitting at 20%. There is a project underway in ward 1(KwaNyuswa tribal authority) to address backlog which is expected cover the whole of ward 1backlog.

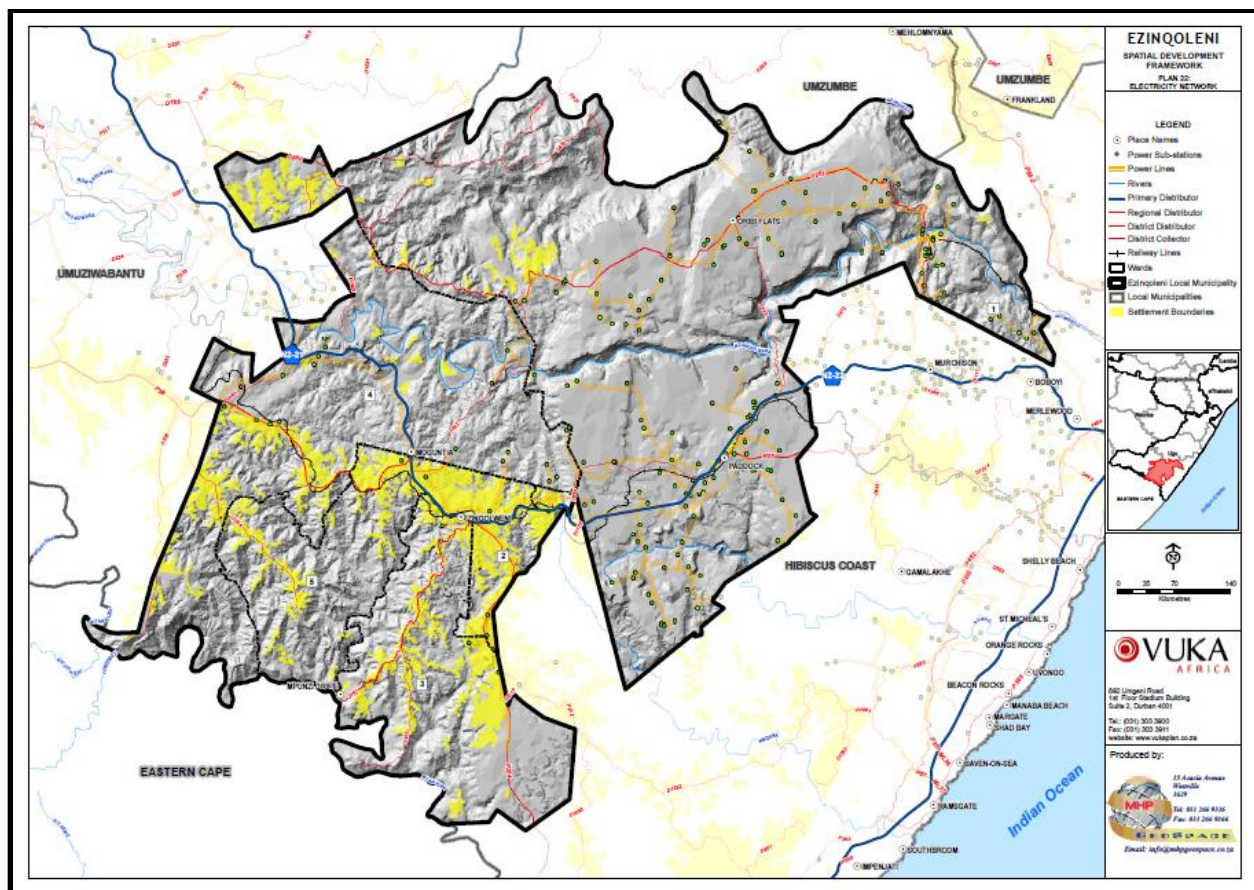
Year	% Total
2001	38.7
2011	79.9

Table 33: Access to electricity



Graph 14: Energy sources

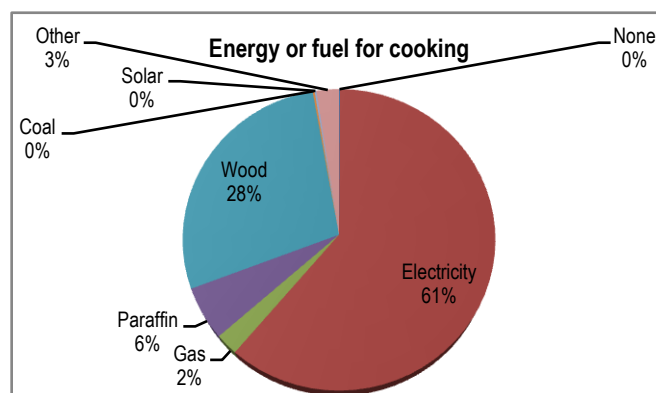
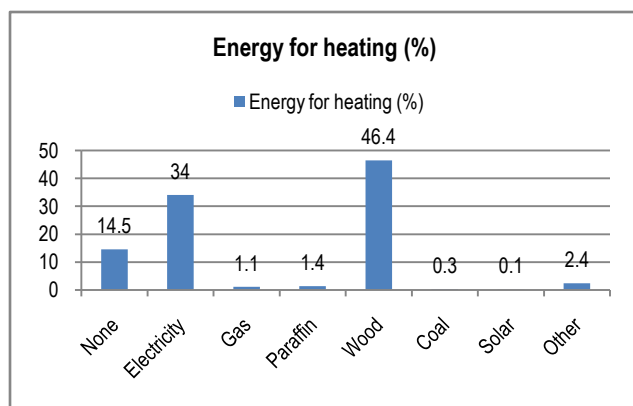
The electricity network map below illustrates power lines and power sub-stations that exist within the municipality.



Map 17: Electricity Network

3.4.4 ENERGY

When it comes to the heating and cooking less people use electricity with only 61% using it for cooking and 34% using it for heating which might be owing to poverty levels and the need to save.



Energy or fuel for cooking										Energy or fuel for heating								
	None	Electricity	Gas	Paraffin	Wood	Coal	Solar	Other	Total	Total	Electricity	Gas	Paraffin	Wood	Coal	Solar	Other	None
Ezingoleni	42	32151	1204	3004	14736	81	84	1238	52540	52540	17839	553	720	24359	156	62	1252	7599
Ward 1	5	2873	288	440	3662	12	8	100	7387	7387	1405	49	108	5258	26	7	108	428
Ward 2	4	5731	96	600	637	10	23	198	7299	7299	4549	39	195	1679	2	12	197	625
Ward 3	3	6054	199	490	3222	13	11	237	10228	10228	4121	277	88	4300	84	2	245	1110
Ward 4	7	5783	140	431	2728	32	9	298	9428	9428	2977	55	124	4733	24	-	296	1220
Ward 5	6	5810	356	621	3456	2	6	274	10530	10530	2208	88	81	5682	15	-	274	2182
Ward 6	17	5901	126	423	1031	12	27	131	7667	7667	2579	45	123	2708	5	40	132	2035

Table 34: Energy

Ezingoleni Municipality distributes paraffin and candles to households without electricity. There is also a pilot project of stoves and lamps using gel that has been implemented in the area to ascertain if such could not be used as alternative source of energy to paraffin and candles, considering the safety of paraffin users.

3.4.5 Access to community facilities

The following municipal facilities exist within the municipality, however, there are no plans in place that calculate accessibility of these facilities.

Community Facility	Name of Facility	Municipality	Ward	Existing / Proposed
Library	Ezingoleni Library	Ezingoleni	6	existing
	Ezingoleni Mobile Library	Ezingoleni	All	existing
Sportfields	KwaNyuswa Sport Centre	Ezingoleni	1	Existing
	Bhuka(Munga) Sportfield		6	Existing
	Nobambasportfield		4	Existing
	DakaneSportfield		3	Existing
	VelelaSportfield		6	Existing
	MshweshweSportfield		2	Existing
	Bhuka		4	Existing
	Jabavu		5	Existing

	NolangaSportfield		1	Existing
Community Halls	Wosiyane Community hall	Ezinqoleni	1	Existing
	Mbeni Community hall		2	Existing
	Cele Community Hall		6	Existing
	Mpunzi MPCC		3	Existing
	Ndunu MPCC		4	Existing
	Ndimeni MPCC		3	Existing
	Maguntia MPCC		5	Existing
	Mhlabunzima Hall		1	Existing
	Nkulu Hall		1	Existing
	Maryland MPCC		1	Existing
Police Stations	Ezingolweni	Ezinqoleni	6	Existing
	Paddock		2	Existing
	Nqabeni		4	Development stage

Table 35: Access to community facilities

3.4.6 HUMAN SETTLEMENTS

The Ezinqoleni Municipality is one of the municipalities that developed comprehensive Housing Sector Plan with the assistance of the then Department of Human Settlements. The Ezinqoleni Housing Sector Plan was developed during the 2007/2008 financial year and highlights the intended housing delivery process as determined and approved by the Ezinqoleni Council. However the Housing Sector Plan needs to be reviewed considering the long turnaround time taken before physical housing structures are constructed from the time of identification of project and agreement entered into between the Department of Human Settlement and the municipality.

This subsection summarises the municipal Housing Sector Plan with specific focus on key areas of housing delivery. The detailed analysis and expectations for the Ezinqoleni housing delivery can be obtained from municipal housing sector plan. The Ezinqoleni housing delivery responsibility which falls under, Director: Technical Services and Community Services and the Technical Assistance who is specifically designated to monitor and report on housing delivery in the municipality.

HOUSING DEMAND ANALYSIS

The municipality has a current housing demand list categorized as follows:

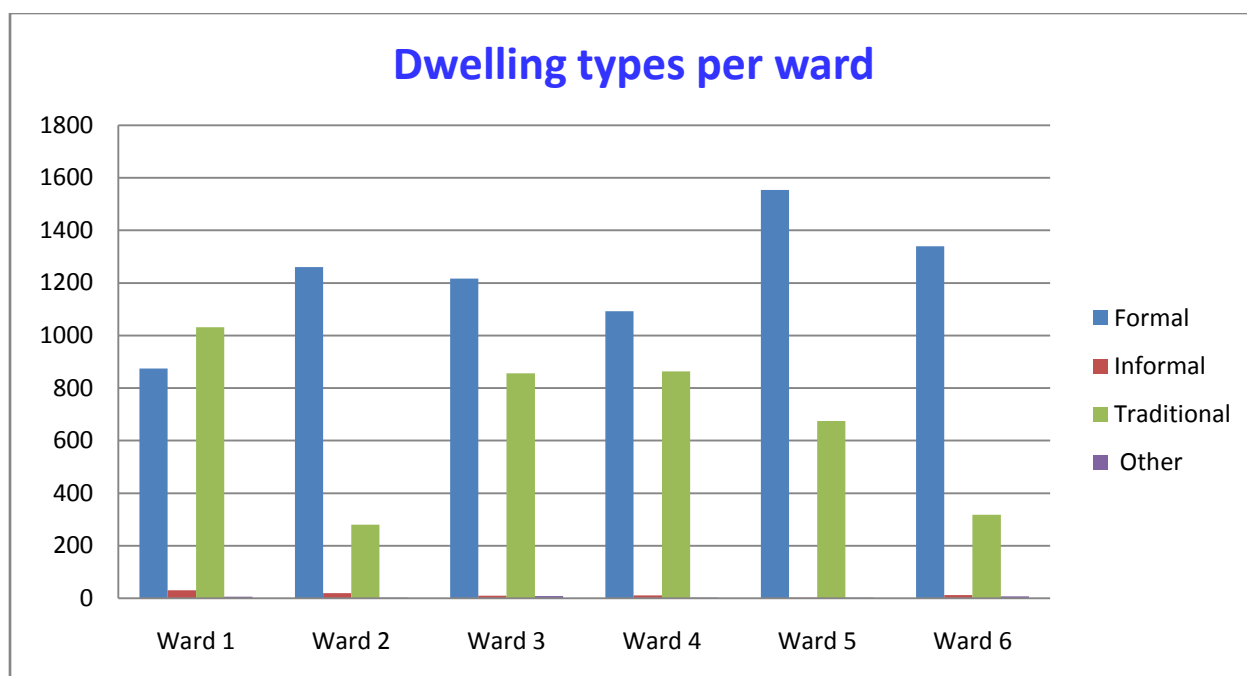
Emanating from the information provided by the statistics South Africa (2007) and the Ezingoleni Socio-economic Survey conducted during the 2007/2008 financial year, Ezingoleni Municipality derived that the housing needs in Ezingoleni is estimated as follows:

KwaNyuswa Traditional Authority	:3000
Mthimude Traditional Authority	:3000
Vukuzithathe Traditional Authority	: 3000
Total Housing needs	: 9000

A further 6000 units were approved for the 2014/2015 financial year by the Department of Human Settlements, distributed equally between all three traditional authorities. Six implementing Agents were appointed and five have completed. Currently the municipality is working together with the Department of Human Settlements on the planning phase of phase two of delivering housing in Ezingoleni.

DWELLING TYPES

Within the municipality, the most dominant dwelling type according to Statistics South Africa is formal housing, closely followed by traditional dwelling types. There is a limited number of informal houses as depicted by the graph below.



Graph 15: Dwelling types per ward

3.4.7 Telecommunication

Postal most the resident of Ezinqoleni have access to postal services through the South African Postal Services. Cell phones and Telkom, Ezinqoleni has total network cover ability and a few household have a Telkom within their homesteads

3.4.8 AG ACTION PLAN

Placed at annexure

3.4.9 SWOT Analysis

STRENGTHS	WEAKNESSES
Provision of free basic electricity Provision of basic sanitation	Poor maintenance of infrastructure No land fill site Municipal topography hinders provision of services Limited funds to implement infrastructure projects
OPPORTUNITIES	THREATS
EPWP implementation Review of the housing sector plan	No bulk services Waste removal still limited to the CBD Lack of in house capacity to execute environmental management Illegal water connections

Table 36: Basic Service Delivery SWOT Analysis

SECTION C: SITUATIONAL ANALYSIS

C5 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

3.5 LOCAL ECONOMIC DEVELOPMENT

Ezinqoleni Local Municipality is mandated by law to develop a Local Economic Development Strategy to support the development of sustainable, robust and inclusive local economies through the exploitation of local opportunities, potential and competitive advantages as well as addressing local needs and contributing to Provincial and National development objectives.

The processes of planning and implementation of development programmes to create a platform for economic development throughout the country remains a challenge. Part of the challenge, is the ongoing quest by the three spheres of government to find innovative ways to align strategies and report key planning programmes and project based information in a meaningful manner to one another. Furthermore, the increasing pressure on the economy to create jobs and the seeming failure of government macro-economic policy to address unemployment and inequality further exacerbate the problem for government.

- ✓ Local Economic Development Strategy
 - Ezinqoleni Municipality appointed a service provider in 2015, to develop a LED strategy, which is awaiting a Councillor Workshop prior to council approval and adoption.

3.5.1 EZINQOLENI WORK FORCE

Ezinqoleni municipality is largely comprised of economically inactive residents. The table below indicates the number of employed, unemployed, discouraged work seekers and economically inactive individuals. The reason for the high number of individuals being economically inactive is largely due to the economic profile of the municipality. As it was mentioned earlier, individuals between the ages of 0-19 account for the majority of the population, resulting in a large portion of the population being of school going age. Outmigration to seek employment opportunities outside of the municipality was also outlined as another key factor in the low potential workforce number. This has necessitated the need for the municipality to develop strategies aimed at developing and skilling the youth whilst also creating awareness with issues such as HIV/AIDS and teenage pregnancy.

Employed	5876
Unemployed	4185
Discouraged work-seeker	3530
Other not economically active	16195
Age less than 15 years	-
Not applicable	22753

Table 37:Ezinqoleni Workforce (StatsSA 2011)

3.5.2 MAIN ECONOMIC CONTRIBUTORS

Apart from tourism, Ezinqoleni municipality largely relies on the primary sector as the main economic contributor. However the economic profile of the Municipality shows a primary sector that is facing major economic threats. The agricultural sector that was once dominant in terms of both employment and investment has lost its competitiveness. Commercial agriculture is dominated by two agricultural commodities, these are, largely sugarcane and timber. Both these commodities are impacted by international competition.

- Sugar cane is impacted by the relative unsuitability of the local climate, that is, the distance from the equator in comparison to other international production areas;
- The uncertainties around land tenure;
- The restrained and non-formalised support for additional demand drivers in the sector like renewable energy production at the mills and other by-products equates to constraints demand growth for domestic growers;
- there is limited tariff protection for local production and
- The labour input costs are rising faster relative to other international producers and increases risk factors for the sector.

There have also been recent reports outlining that agriculture has declined to a point where KZN has become effectively a net importer of agricultural products. This clearly points to the diminishing agricultural production and food security.

Mining and quarrying industries are also found in the municipality and it is important to highlight that while this sector receives mention in both district and municipal studies it remain fairly small. There are two major mining industries established in the municipality i.e. National Portland Cement (NPC) and

Idwala Carbonates (KULU). Although mining is historically considered a major industry in Ugu, the industry comprises 1.1% of the GDP. The agricultural sector has historically been the key economic sector.

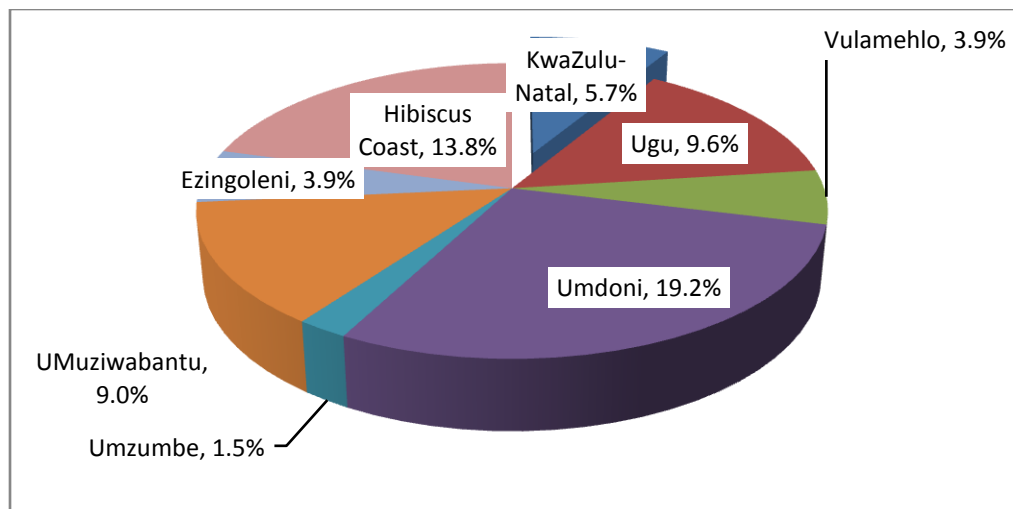
The secondary sector is fairly stable in both employment and investment terms. It is important to note that the sub-sectors that manufacturing is dominant in this sector. Commodities that are directly linked to the primary sector commodities, i.e. timber manufacturing are experiencing decline. Food, beverages and tobacco are the biggest contributors of employment in manufacturing.

The most significant shift in the economic profile of the municipality has been the decline of the primary sector giving way to the tertiary sector that is now the leading sector. The table below illustrates this decline in the primary sector and the increased contribution of the tertiary sector in Ugu District municipality. This directly impacts negatively on the municipality as currently the main focus and competitive advantage lies in the primary sector.

	2002	2007	2012
Primary	16.6%	13.4%	13.8%
1 Agriculture	15.1%	12.2%	13.0%
2 Mining	1.5%	1.2%	0.8%
Secondary	27.4%	26.4%	24.1%
3 Manufacturing	20.4%	19.6%	17.7%
4 Electricity	3.8%	3.4%	2.7%
5 Construction	3.2%	3.4%	3.7%
Tertiary	56.0%	60.2%	62.1%
6 Trade	15.3%	16.4%	16.6%
7 Transport	7.4%	8.5%	9.3%
8 Finance	13.8%	17.3%	17.4%
9 Community services	19.5%	18.0%	18.8%

Table 38: Ugu District Economic Sectors

Tourism activities are only concentrated along the Oribi Gorge corridor with few product owners taking the lead. Observations from within the sector indicate that there is substantial work to be done if the sector is going to deliver any level of growth beyond the Oribi Gorge corridor. Ezinqoleni currently has diminished competitive advantage in the tourism sector especially when compared to the municipalities along the coast. The graph below highlights the percentage that each municipality within the Ugu District contributes in the tourism sector.



Graph 16: Contribution of Local Municipalities within the Ugu District to tourism (HIS Global Insight)

The Oribi Gorge in the eastern part of the municipality provides better organized, marketed and committed products than the inland. The municipality in general has limited comparative advantage beyond the Oribi Gorge. The Shobashobane Heritage project is yet to be conceptualised to become one of the tourism icons on the south coast. This may improve cultural tourism, eco-tourism and community based tourism for most areas of the municipality. The municipality has however noted this discrepancy and as such has entered into a district agreement with South Coast tourism which is responsible for marketing and tourism promotion within the District.

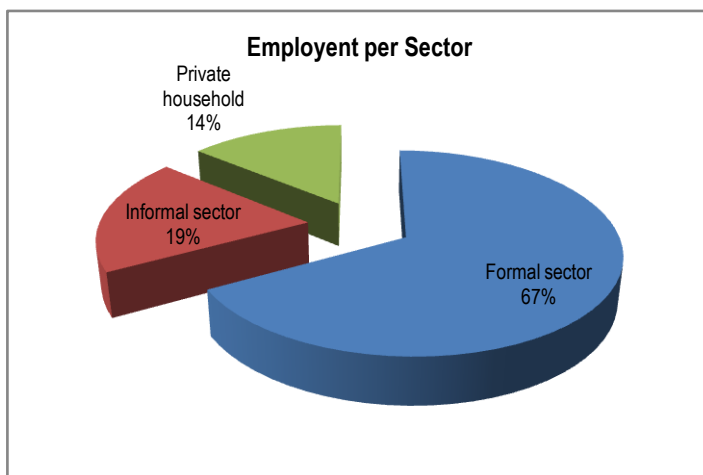
3.5.3 EMPLOYMENT AND INCOME LEVELS

3.5.3.1 EMPLOYMENT

Unemployment Distribution depicts the percentage of unemployment located per sub area within the wards. The highest levels of unemployment are found in the central core of the municipality around Izingolweni and the most western parts of Ward 4. This might relate to higher densities within the more urbanised areas, and the lack of employment opportunities within these areas. The unemployed makes up 8%, discouraged work seekers 7%, not economically active 31% and not applicable 43% of the total population. This means 89% of the population of Ezinqoleni depends only on 11% that is employed which again advocates for vigorous LED initiatives. The table below outlines the employment status per ward within the municipality.

Official employment status per Ward							
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ezingoleni
Employed	1225	1480	832	746	856	738	5876
Unemployed	284	1071	1047	663	439	681	4185
Discouraged work-seeker	585	280	474	538	859	795	3530
Other not economically active	1994	1719	3339	3117	3694	2332	16195
Age less than 15 years	-	-	-	-	-	-	-
Not applicable	3299	2749	4536	4365	4682	3122	22753
Total	7387	7299	10228	9428	10530	7667	52540

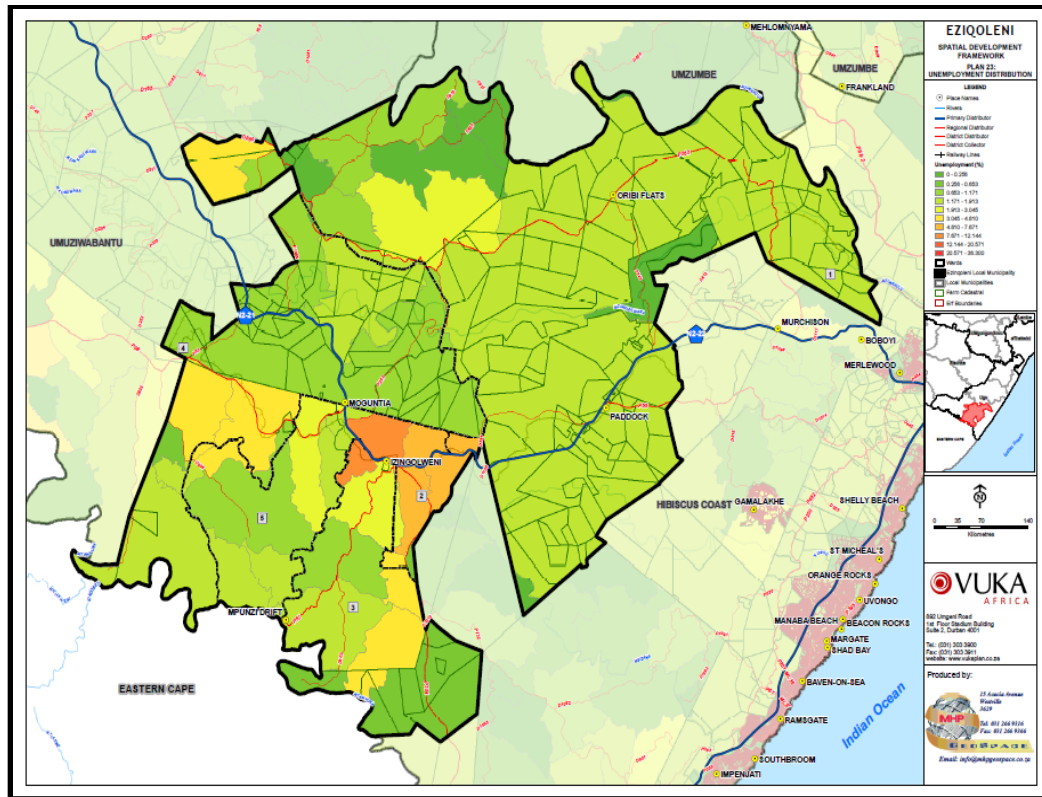
The graph and table below illustrates in which sectors employment takes place. The distribution is spread in the formal sector (67%); informal sector (19%); and private household (14%).



Graph 17: Employment per sector (Statistics South Africa 2011)

3.5.3.2 UNEMPLOYMENT DISTRIBUTION

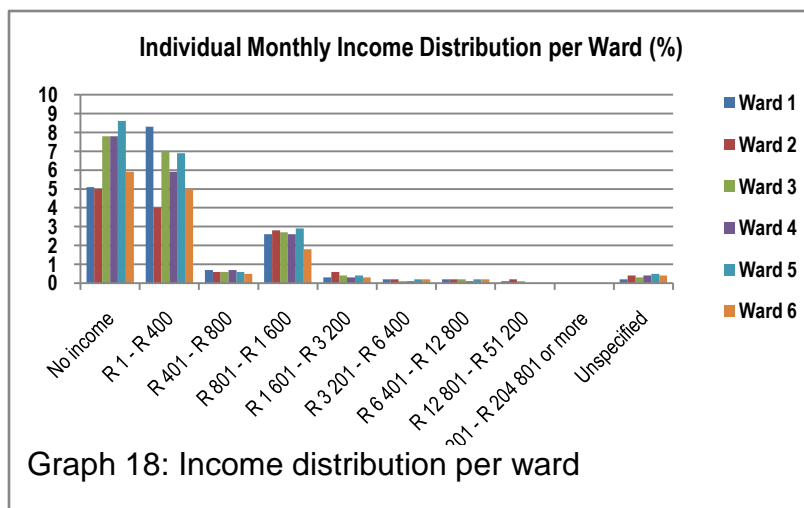
From the map below, it is evident that high unemployment rate where there is a greater concentration of settlements. Towards the northern part of the municipality which is largely characterized by agricultural and conservation worthy areas there is lower unemployment rates, and in the southern part where there is a concentration of households there is higher unemployment rate.



Map 18: Unemployment Distribution

3.5.3.3 INCOME LEVELS

The table and graph below depicts the income distribution throughout Eziqoleni Local Municipality. With an overall low income level as is the case in Eziqoleni, it is very difficult for the municipality to build a proper tax base, which can be utilised for provision & Maintenance of services. Only a small portion of the population qualifies for payment of taxes. This leaves a huge burden on the current tax payers, who basically carry the municipality financially.

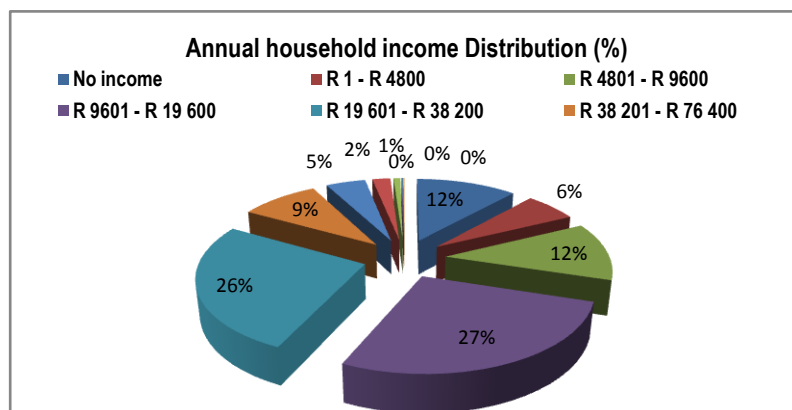


Graph 18: Income distribution per ward

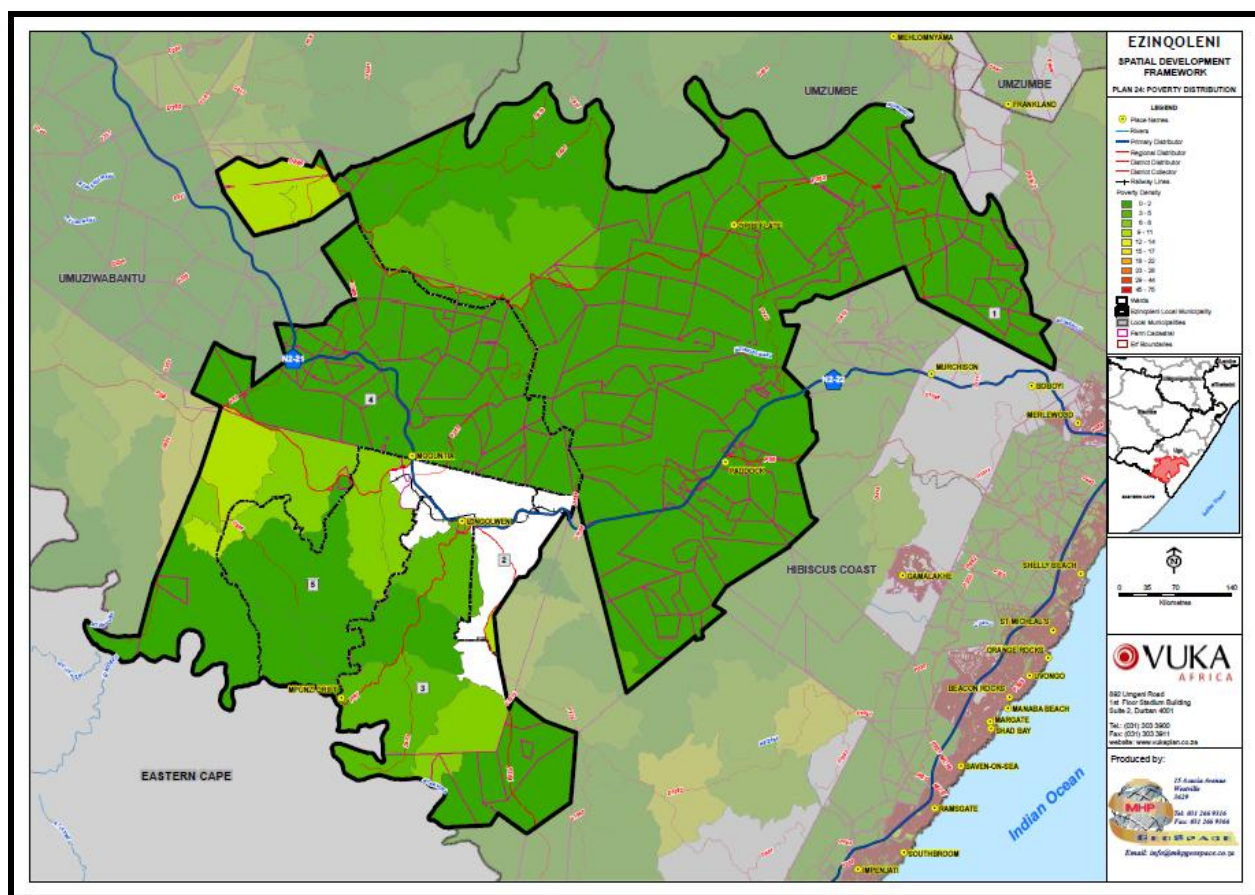
Individual monthly income per Ward							
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ezingoleni
No income	2674	2594	4038	4073	4459	3086	20923
R 1 - R 400	2485	2085	3622	3084	3608	2613	17496
R 401 - R 800	346	290	292	346	292	283	1849
R 801 - R 1 600	1360	1434	1416	1351	1516	934	8011
R 1 601 - R 3 200	174	297	190	158	188	130	1137
R 3 201 - R 6 400	88	102	72	70	85	87	505

Table 39: Individual monthly income per ward (Statistics South Africa 2011)

People who earn a monthly income between R 1 – R 1 600 make up 53 % of the total population whilst those who have no income make up 40%. This gives a picture of how low the income levels are at the Ezingoleni Municipal area of jurisdiction and the need for the municipality to champion the LED initiatives that will turn this situation around. The graph below further illustrates this as it shows the income distribution of households in the Ezingoleni area. This shows that 12% of households receive no income and about 70% of the population receives an annual income that is less than two state pensions. This also points out to the high dependence of the population of Ezingoleni on social grants.



Graph 19: Household income; StatsSA, 2011)



Map 19: Poverty distribution in Ezingoleni

The map above outlines the poverty distribution within the municipality and the same pattern that is evident in the unemployment distribution map can be found. This means that there is a direct correlation between unemployment and poverty distribution within the municipality.

3.5.4 SMME DEVELOPMENT

The HSRC distinguish between the 1st economy entrepreneur (aka “Opportunity Entrepreneurs”) and the second economy entrepreneur (aka “non-entrepreneurial self-employed”). The difference being that the second economy entrepreneur cannot form contractual relationships with buyers in order to ensure a constant cash flow.

Very few policies favour the second economy entrepreneur. Certain measures have been put in place to give the second economy entrepreneur access to finance, although this will not assist them necessarily in breaking into the market as they are unable to identify gaps with high potential.

The role of a municipality is therefore to assist these entrepreneurs in obtaining contracts. An obstacle to this is that the areas where they operate are part of the second economy as well, who are not able to

provide such contracts. This means that the entrepreneurs, if they want to move into the first economy, need additional financing. Municipalities, external departments and policies can assist a select few to undergo this transition, but is not be able to do so for the masses.

Although no permanent solution is provided, the following was determined to be the main causes for failure when implementing measure to address the second economy:

- Failure to Disaggregate and quantify: For Example, measures were implemented to empower black farmers, but no distinction was made between subsistence farmers who depends on farming for food, and farmers who farm but have a separate source of income. The same measures can therefore not be implemented.
- Neglect of what is there: There is a tendency to focus on activities that is more marketable, than what the entrepreneurs/farmers are used to and as such start afresh with no experience.
- Failure to understand real constraints: The tendency to implement what is more implementable instead of addressing the real needs. Therefore misidentifying the real issues.
- Neglect of lessons from the past: New programmes are implemented to correct failures of previous programmes without understanding the real issues.

The development of major industrial areas in rural municipalities is not encouraged; however, it is important that provision be made for supporting the establishment and growth of existing and future manufacturing SMMEs. To this end nodal development plans should provide land for the establishment of manufacturing cluster developments or incubation centres. The continued nurturing of small manufacturing SMMEs will be key to the sustainability and impact of the sector. Lack of access to appropriately service space is often a major constraint for small industries.

Key interventions that the municipality has in place include:

- Provision of equipment to emerging SMMEs & Co-ops
- Assistance of Co-ops and SMMEs with business registration
- Provision of agricultural support to emerging farmers
- Provide skills training in partnership with relevant sector departments
- Assistance with business registrations
- One home one garden initiatives

3.5.5 INFORMAL ECONOMY POLICY

As was mentioned above, the informal economy accounts for 19% of the total economic activity within the municipality and as a result, Ezingoleni Municipality acknowledges the relevance and contribution of the informal economy to the economic and social life of the town. Informal trading provides some income to those who are unemployed as well as providing an alternative to established traditional formal sector retail options. The municipality aims to develop the sector and its participants into a commercially viable and dynamic economic sector, which contributes to the economic growth of the town and the quality of life of its citizens in a sustainable manner. Consequently, the municipality developed an informal economy policy which is still at draft phase aimed managing the informal sector to ensure that it operates at its optimal.

Appropriate infrastructure support and services, entrepreneurial development and spatial planning will be the cornerstones to achieving such a policy goal. Uncontrolled and unplanned growth of the informal economy sector will have a negative impact on the Ezingoleni Area. Conflicts can arise between town officials and traders as well as between established Informal Economy actors and newcomers, because of uncertainty of each party's rights. If there is little official regulation and control, new sorts of informal control mechanisms may come in to fill the void with their own means of controlling prices and protection rackets.

Ezingoleni Municipality further affirms its obligation to assist the informal economy sector by way of mentoring and incubation as means to age them into a more formalised nature of economic activity. The envisaged period for new entrants to the market for them to graduate to formal economy is five (5) years.

Principles of Council's Approach:

The Key Principles that govern Ezingoleni's approach to Informal Economy are economic, social and spatial;

3.5.5.1 Economic Principles

Economic growth in the informal trading sector will be facilitated through:

- Linking the development and growth of trading areas to commercial zones in orders to create viable hubs of business activity that mutually benefit formal and informal businesses.
- Providing a range of facilities, capacity building and business support a service that caters for the different levels of the Informal Economy Actors, from the weekly Saturday and small survivalist to larger informal economy Actors.

- Ensuring that the buildings and property owned by the Ezinqoleni are used for the maximum social and economic development of the community within which they are located.
- Targeting highly accessible and visible location for the promotion of tourist related trading in order to derive benefit for Informal Economy Actors from the tourism potential.

3.5.5.2 Social Principles

The promotion of equity within the Ezinqoleni to create a dignified Town through:

- Spreading public spending in an equitable manner throughout the Ezinqoleni with an emphasis on the poorer parts of the town that have not historically benefited from public sector investment.
- Viewing the location of public investment as an opportunity to integrate public sector investment.
- Using the development of the informal trading infrastructure as an opportunity to improve the general environmental condition of the Historically Disadvantaged Areas of the Ezinqoleni.
- Providing basic services such as water and refuse facilities to all areas where public health and/or public safety is at risk

3.5.5.3 Spatial Principles

Informal Economy contributes to the value of public places as amenities and places of dignity and has the potential to be a catalyst for generating positive public places through:

- Developing those areas that will have most significant impact on the largest number of people, e.g. areas with large flow of pedestrian traffic.
- Allocating space for informal trading areas in accordance with the broad Spatial Planning Framework of the Ezinqoleni and the local spatial development Framework.
- Providing minimal infrastructure for informal trading, that would vary depending on the type of activities.

AGRICULTURE

Despite the fact that the Study focus on the mentioned tribal areas, which excludes the Ezinqoleni Tribal Areas, the status quo maps depict that Ezinqoleni as a municipality has a significant area dedicated to sugar cane production within the service area of the Umzimkhulu Sugar Mill, as depicted on the below image. The two mills that service the Municipality are Umzimkhulu Mill near Port Shepstone, and Mezela Mill situated next to the coast between Pennington and Bazely Beach.

The Umzimkulu Sugar Mill receives deliveries and processes cane from a large area. Due to the closeness to the sea, and commercialisation and urbanisation of the Hibiscus Coast, the growing area is now mainly inland from the mill, stretching as far as Harding and with some areas in the former Transkei (cane deliveries have dramatically reduced from this region). Cane deliveries now occur mostly from areas situated more or less within a 30-35 km radius from the Mill. The image below depicts the areas within range of the Umzimkulu Sugar Mill. Most of the areas in Ezingoleni are no further than 30km from the mill.



Source: Phatisa, ugu Sugar Industry Assessment Study, 2010

It is clear that Ezingoleni is one of the larger growing areas situated at the core of the sugar industry in the south, and poses knowledge and infrastructure that can be use in a strategy to enhance the economic base and create job opportunities. The two mills, at Umzimkulu and Sezela have combined spare existing capacity to process an additional $\pm 20,000$ ha or 1 million metric ton of cane per year. A suggested strategy is to close down the Umzimkulu Mill, which will impose additional strains on an already struggling industry.

Obstacles to profitable cane production

Cane production in South Africa is relatively Costly, especially when compared to other countries producing Sugar Cane at a much cheaper rate. To be internationally competitive, South African producers settles for a very low profit margin, which has to affect that only very large commercial farmers can

afford to continue production. This is the single most important factor influencing cane production and the decreasing of production in the last decade.

Other obstacles, associated especially with land reform strategies, are Community Conflicts on Tribal Land and within Communal Property Associations (CPA's). As no consensus could be reached on how money should be spent, operations on existing farms cease to exist. Also associated with land reform, is the lack of Capital for Development, which excludes new/emerging farmers from producing competitively.

With the current political climate regarding land issues, land ownership and land rights are also preventing the expansion of even commercial farms. If people are uncertain of their rights, they simply stop to invest in land, as they are unsure of the financial returns they will receive.

The pending closure of the Umzimkulu Mill will increase the input costs, as delivery distances to the Sezela mill will increase on average fourfold putting more financial pressure on the Ezinqoleni Farming Community, as well as on welfare grants that will be needed to counter the loss in income when the mill closes down.

It is clear that strategies are urgently required to get sugar cane production back on track.

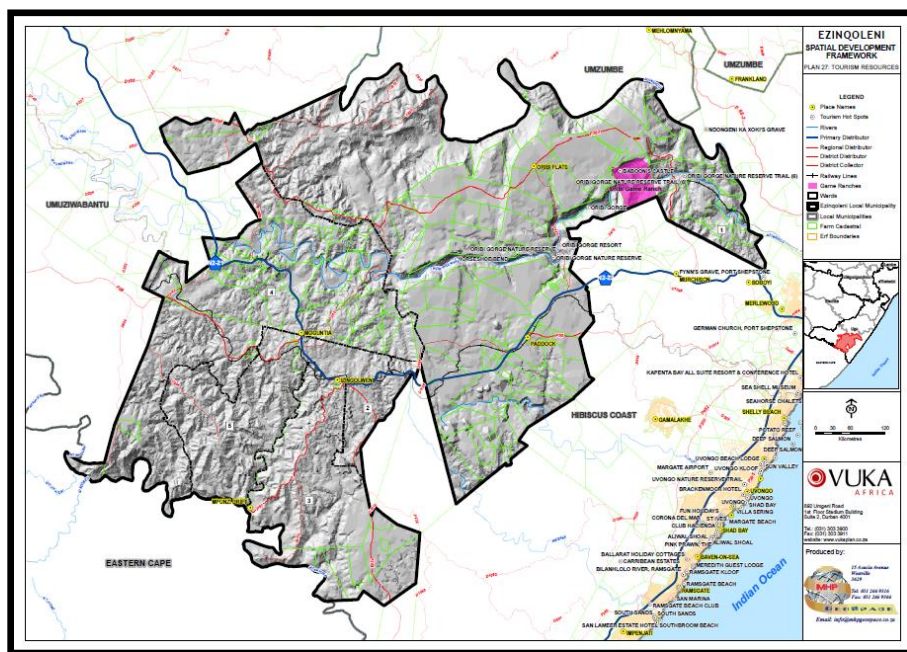
3.5.6 TOURISM

An agri-tourism corridor has been identified and further investigated to include the entire P262 as it traverses the Ezinqoleni landscape. It is believed that this extended tourism corridor is vital for development in the northern portions of the municipality for, amongst other, the following reasons:

- To encourage more tourism and agriculture visitors to the area
- Tourism is expanding on a large scale in the lower Oribi Flats area, specifically from D251 to the Mahlabatini area with more than R30 million in private investment committed to building 2 new game lodges i.e., The Gorge Private Game Lodge & Spa that being a 5 star lodge and the other a hunting farm Umzimkulu Game Farm since 2009.
- The Ugu District Municipality together with its investors have injected over R6.5 million rand into the Ezinqoleni Essential Oils (Pty)Ltd scheme. The project intends to establish a co-op of 10 SMME initiative farmers with 10 Commercial Farmers in the D251 area to grow a variety of essential oils i.e. tea-tree, lavender, geranium, rosemary, peppermint. For this purpose a state of the art nursery and greenhouse plant was built to plant the seedlings and a R4 million distillation plant to distill the oils. This is the first successful agricultural project in the area and is a flagship

project for Ugu and the Department of Agriculture. The project initiative is to establish a factory in KwaZulu Natal that can produce its own shampoos, creams, oils etc. “proudly Ezingqoleni” .

- Further along the P262 route towards Ezingqoleni, is mostly gravel road where cultural tours take place. This makes accessing these tribal villages difficult for tourist. The improved tar road would not only encourage tourism in the area but would also make it easier for public transport access in and out of Oribi and ease of use for locals who work in the area. An accessible tar road would also open up the natural beauty of the area, making it an easier route for bird watchers & nature lovers, Oribi Gorge boasts over 300 species of birds including the cape vulture, fish eagle and endangered ground hornbill



Map 20: Tourism Resources in Ezingqoleni LM

The map above illustrates all the tourism resources available to the municipality. It is believed by the local tourism industry roleplayers that with improved access to the area, businesses that support tourism will start emerging e.g. fuel stations; ATM’s, crèche for children whose parents work for the tourism entities; smaller industries & craft markets will be established.

The table below gives an indication of the available formal tourist accommodation within the municipality. Given the table below and also taking into consideration the activities available within these destinations, it can be concluded that the potential for tourism is immense.

ACCOMODATION	NUMBER OF ROOMS
Hebron Farm	74
Lake Eland Game Reserve	20
Leopard Rock Lookout Chalets	27
Mzimkhulu Gama Ranch	22
Olympus Country Cottage	40
Oribi Gorge Guest Farm	10
Oribi Gorge Hotel	30
Oribi Gorge Nature Reserve	50
The Gorge Private Game Lodge & Spa	10
The Gorgez View	80
Total	375

Table 40: Accomodation by number of rooms

3.5.6.1 KEY LOCAL ECONOMIC DEVELOPMENT AND TOURISM INITIATIVES

The municipality assists a number of cooperatives with capital equipment, skills training and development support. Below is the list of cooperatives that currently exist, though not exhaustive, it outlines the major functional projects within the municipality.

PROJECT NAME	SPECIALITY	NO OF PEOPLE	STATUS
Horseshoe Agricultural Farming Co-op	Vegetable – Farming	18 People	Operational & currently extending to Tea Tree Plantation
Sizuzimpilo Essential Oils Co-op	Essential Oils	7 People	Operational & currently extending hectors
Thuthuka Cliff View Agricultural Co-op	Vegetable – Farming	11 People	Operational
Kusa-Kusa Agricultural Project Co-op	Vegetable – Farming	11 People	Operational & currently extending hectors
Ezinqoleni Poultry Value Chain (Centralisation of Poultry Farming)	Poultry	114	Operational & Arbour-Tour in implementation Phase
Tourism Co-ops	Arts & Craft	18 People	In Progress
NQF Level 4 Training	Plumbing	10 Students	Completed in May 2016
CWP	Cleaning Driveways, Maintenance of potholes, Communal Gardens, Home based Care & Teacher Aid	1000 People	In Progress
EPWP	Taking care of Sports fields & Halls	48 People & 9 Caretakers	In progress

The municipality also has initiatives and projects that are yet to commence. The biggest of which is the Boxer shopping complex which is expected to create a number of job opportunities both through direct employment and the opportunity for local cooperatives to supply the supermarket.

3.5.7 MUNICIPAL COMPARATIVE AND COMPETITIVE ADVANTAGES

- N2 corridor which has been identified by the PGDS as a primary economic corridor.
- Oribi Gorge and the tourism potential it possesses
- Oribi Gorge hotel being the only five star hotel along the coast stretching from Scottburgh to Port Edward
- Land with agricultural potential
- Boxer shopping complex

3.5.7.1 INFORMAL SECTOR

Since the Informal Sector is the major economic contributor in South Africa, Ezingoleni has identified these and saw a need in formalizing this sector and hence the municipality approved and adopted an Informal Sector Policy in 2015.

3.5.7.2 EXTENDED PUBLIC WORKS PROGRAMME (EPWP)

Ezingoleni municipality currently uses the EPWP programme, with 60 community members currently benefitting from the programme.

3.5.7.3 LED PROJECTS

The municipality Led Officer has been able to implement and facilitate in the realization of LED projects. The LED projects range from;

- Training of SMMEs
- Business information days
- Distribution of seeds
- Ploughing of farmers fields
- Forming Ezingoleni Business chamber
- Construction of Agri part , at horseshoe farm
- Consolidating of informal traders/ SMMEs and Cooperative database

3.5.8 KEY ECONOMIC ISSUES

Ezinqoleni has well established tourism products; whilst the South Coast in general has tourism products that appeal to the domestic market these are limited to the coastal belt. There is a need to tease out the potential of inland tourism. South Coast is the 3rd option destination for domestic tourists. Increasingly outdated tourism product, tired facades and low investment and renewal in this sector means the province may systematically be losing its current competitive edge to competing attractions not only to other parts of KZN like Ballito but also externally to other parts of the SADAC Region. There is excellent potential to grow entrepreneurial activities in this sector, and create further local dense employment value chains, (S.A Tourism Annual Statistics).

The performance of the local sugar and timber industries have been poor due to the declining investment in these sectors as well as increasing international competition coupled with relatively low output cost in relation to the high input costs of this sector.

While the development of the agricultural sector is supported by all key policy documents across the three spheres of government it remains that it has high barriers of entry. The high levels of competencies in the agricultural sector should be channeled towards commodities that require low capital input with a high output. Agricultural beneficiation processes, into furniture, paper and other wood products as well as energy and feed production from sugar have been researched by the District and considered to have great potential enhance the economy of Ezinqoleni.

The municipality is characterized by a glaring lack of business infrastructure. While there is good internet access this needs to be met with improvements and the intermodal freight platform. There are social constraints facing the municipality, from high levels of systemic poverty, low levels of educational services, continued massive rural backlogs in basic services perpetuate the negative social cycle. Activities that wean dependents off social grants and into economic activity are required to mitigate the high levels of non-participation within the work force.

There are real issues surrounding spatial planning, ranging from low population densities, the processes to unlock traditionally held land. These constraints need to be addressed to unlock areas and make them attractive for investment.

The rural nature of the municipality coupled with low densities provide numerous opportunities for the green economy in part as solutions to infrastructure provision constraints – solar geysers and lighting

panels in rural areas; self composting toilet systems as well as rain harvesting for potable water – and in part as opportunity for new green industry and ICT development.

While there are very real constraints facing Ezingoleni Municipality from high migration, low levels of education and skills, dependency on grants lack of participation of the workforce as well as infrastructure limitations there are also opportunities that can be leveraged for sustainable growth. These include amongst others the emerging markets for organic products and essential oils, skills development, nodal development and infrastructure investment amongst others.

3.5.9 EDUCATION

It is estimated that the total number of residents within Ezingoleni municipality aged 20years and above with no formal education has decreased from 34.6% in 2001 to 13.9% in 2011. The number of residents with Matric has also increased as depicted by the table below. This however has not equated to an increase in the number of residents with higher education. This means that after matriculating, most individuals go to seek employment. This results in a large pool of unskilled labour force.

	2001	2011
Higher Education (%)	2.5	1.9
Matric (%)	9.0	16.3

Table 41: Education Levels; source StatsSA,2011)

The table below indicates the number of residents within the municipality enrolled in educational institutions. One can notice that the highest number is those attending ordinary schools. There is however a great difference between the number of children going to ordinary schools and those enrolled in higher educational facilities as was mentioned above.

Educational institution	Number
Pre-school including day care; crèche; Grade R and Pre-Grade R in an ECD centre	114
Ordinary school including Grade R learners who attend a formal school; Grade 1-12 learners & learners in special class	18211
Special school	45
Further Education and Training College FET	114

Other College	36
Higher Educational Institution University/University of Technology	358
Adult Basic Education and Training Centre ABET Centre	187
Literacy classes e.g. KhaRiGude; SANLI	116
Home based education/ home schooling	64
Unspecified	-
Not applicable	33293

Table 42: Educational enrolment: Source StatsSA,2011

The table below indicates the level of education within Ezingoleni Municipality. One can note that there is a higher concentration of numbers in ordinary school level and a sharp drop as the levels increase.

Level	Number	Level	Number
Gade 0	2775	Certificate with less than Grade 12 / Std 10	22
Grade 1 / Sub A	2117	Diploma with less than Grade 12 / Std 10	15
Grade 2 / Sub B	2165	Certificate with Grade 12 / Std 10	16
Grade 3 / Std 1/ABET 1Kha RiGude;SANLI	2684	Diploma with Grade 12 / Std 10	23
Grade 4 / Std 2	2839	Higher Diploma	166
Grade 5 / Std 3/ABET 2	2548	Post Higher Diploma Masters; Doctoral Diploma	326
Grade 6 / Std 4	2770	Bachelors Degree	231
Grade 7 / Std 5/ ABET 3	2908	Bachelors Degree and Post graduate Diploma	41
Grade 8 / Std 6 / Form 1	3739	Honours degree	109
Grade 9 / Std 7 / Form 2/ ABET 4	3250	Higher Degree Masters / PhD	42
Grade 10 / Std 8 / Form 3	3669	Other	41
Grade 11 / Std 9 / Form 4	3138	No schooling	26
Grade 12 / Std 10 / Form 5	4543	Unspecified	22
NTC I / N1/ NIC/ V Level 2	16	Not applicable	4297
NTC II / N2/ NIC/ V Level 3	19		
NTC III /N3/ NIC/ V Level 4	34		
N4 / NTC 4	23		

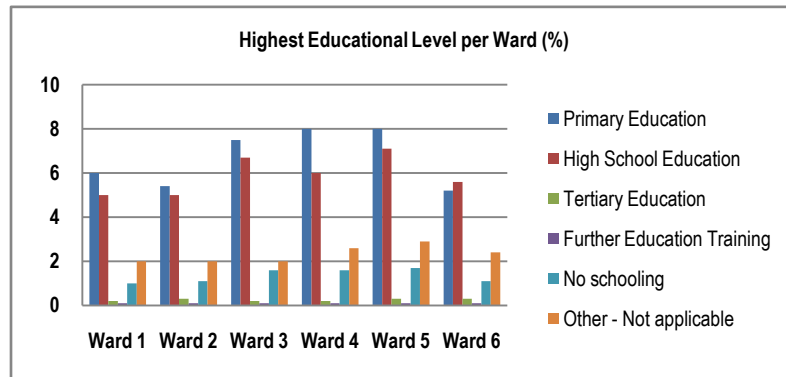
Table 43: Highest level of education; Source StatsSA,2011

The table below depicts the number of residents that attend school.

School attendance	Number
Yes	19244
No	24660
Do not know	18
Unspecified	694
Not applicable	7925

Table 44: School attendance; StatsSA,2011

Figure 14: Highest education level per ward (Statistics South Africa 2011)



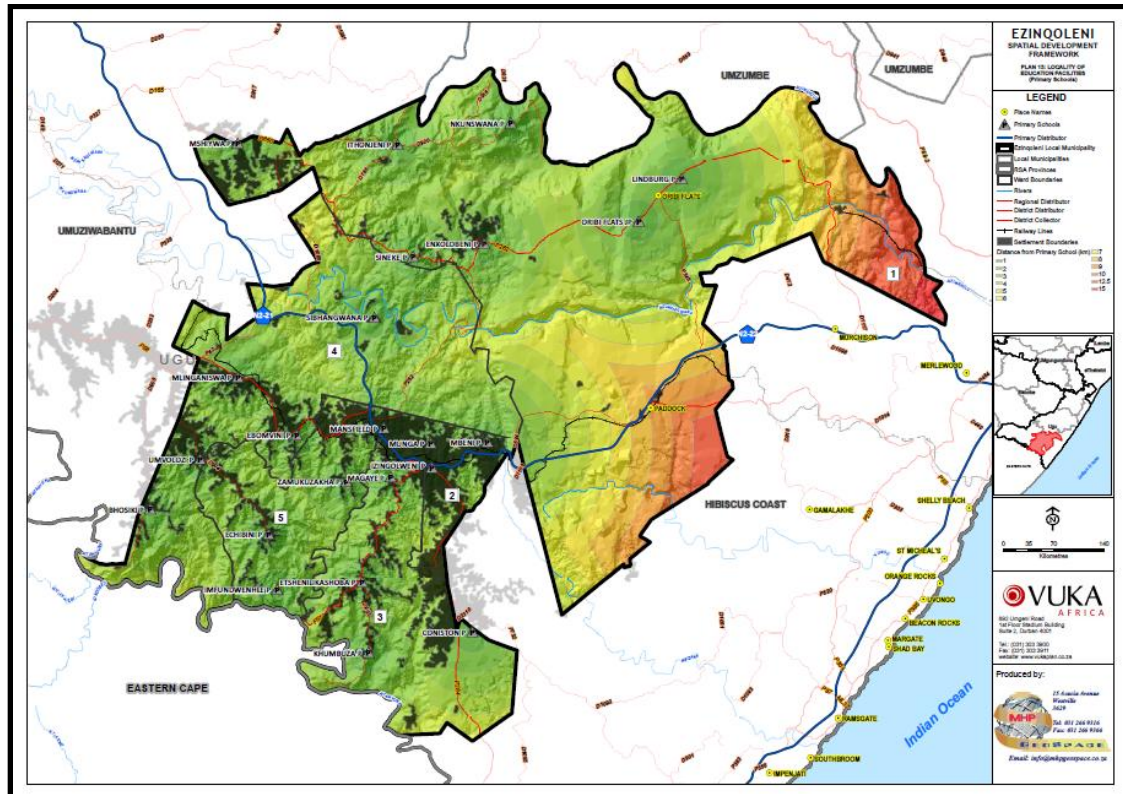
The graph above indicates the highest education level per ward. One will notice that across the wards, the dominating level is that of primary education. From the table above, it becomes evident that this situation is far from being solved as a majority of the population still does not attend school.

3.5.9.1 DISTRIBUTION OF SCHOOLS

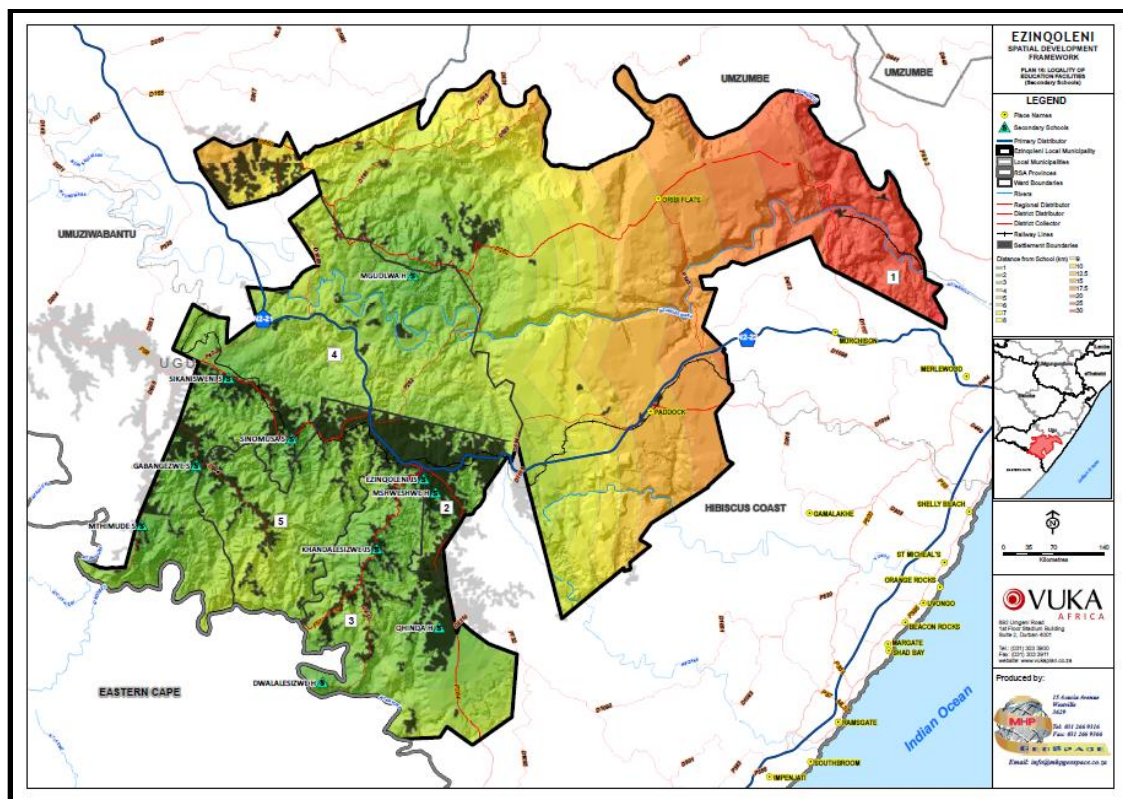
The maps below indicate the distribution of primary and secondary schools within the municipality respectively. Primary and Secondary Schools are located throughout the municipal area, particularly where settlement areas are largish and relatively dense. The current distribution pattern of schools can be described as scattered as facilities must be located in close proximity to residential areas they serve. The table and maps below give an outline of all primary and secondary schools within the municipality.

WARD	PRIMARY SCHOOLS	SECONDARY SCHOOLS
1	Enxolobeni Primary EThonjeni Primary Mshiywa Primary Nkuswana Primary Sineke Primary	Zuzicebo High
2	IZingolweni Primary Mbeni Primary	Mshweshwe High
3	GEM Ntshebe Lower Primary ETshenilikashoba Primary Khumbuza Primary	Dwalalesizwe High Qhinqa High
4	EBomvini Primary Mlinganiswa Primary Sibhangwana Primary UMvolozi Primary	Gabangezwe Secondary Sikanisweni Secondary Sinomusa Secondary Mgudlwa High
5	Bhosiki Primary EChibini Primary Mansfield Primary Zamukuzakha Primary Imfundwenhle Primary	Mthimude Secondary
6	Magaye Primary Munga Primary	Ezinqoleni Secondary Khandalesizwe Junior Secondary

Where future schools are to be provided in close proximity to a Node the possibility of locating the facility in or as close to the node as possible should be considered. The number of schools and classrooms to be provided in future will be dependent on size and condition of existing facilities and the pressure experienced by the Department on existing facilities. Densification of existing settlements will also require the provision of additional educational facilities.



Map 21: Distribution of primary schools in Ezingqoleni



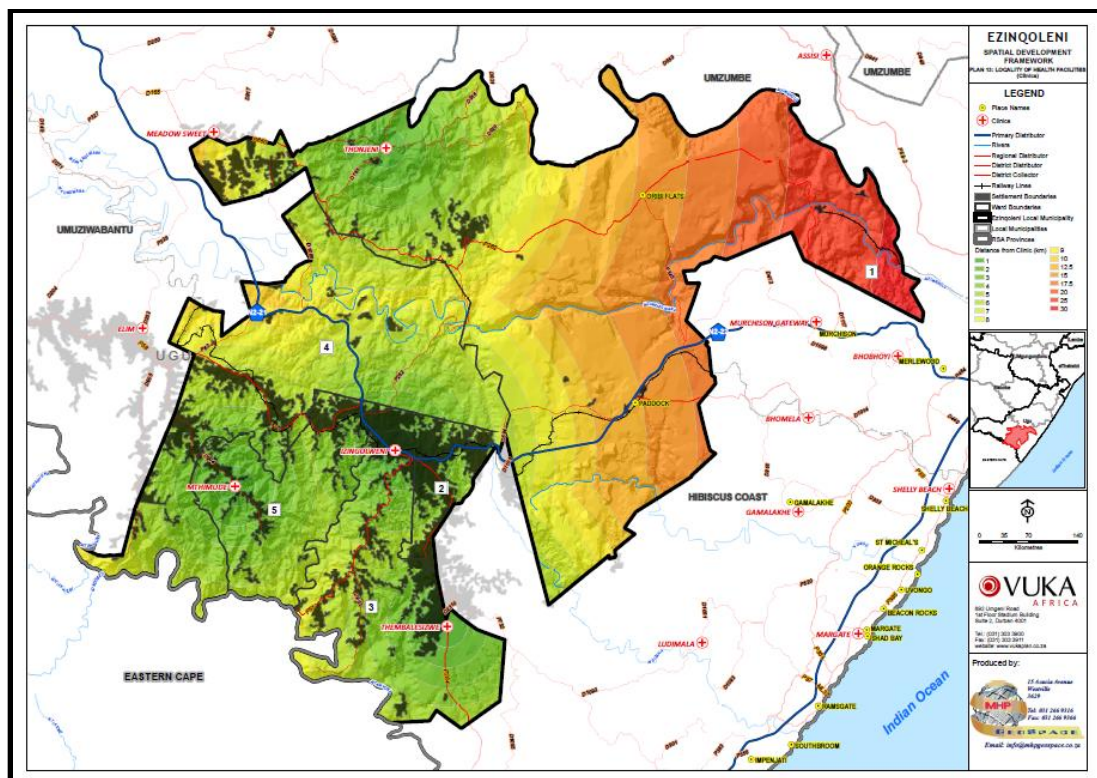
Map 22: Distribution of Secondary schools in Ezingqoleni

3.5.10 HEALTH

There are only four clinics located in Ezingqoleni, one of these being located in Ezingolweni. The clinics are distributed throughout the area. These are:

- Ezingolweni Clinic
- Mthimude Clinic
- Thembalesizwe Clinic
- Thonjeni Clinic

The spatial distribution of these facilities is depicted in the map below. The map shows that within Ezingqoleni there are only four clinics, however, in the surrounding municipalities there are a further 10 clinics. The municipality aims to conduct a study focusing on the “accessibility” of these facilities as opposed to the “distance”. The map depicts existing clinics with an optimum walking distance of 1 to 2.5 km and a maximum walking distance of 5km. The municipality does not conform to this standard, as facilities are fairly evenly spread along main access routes and concentrated within dense core area, with a limited access to service in some of the outlying areas in the south.



Map 23: Distribution of Clinics in Ezingqoleni

The Department of Health has also proposed the projects indicated below, however, these will only be implemented once the necessary budget has been secured. The implementation of these projects will not only assist in improving the general health of the population by increasing access to health facilities, but it is also envisaged that illnesses such as HIV/AIDS will be reduced due to more awareness and accessibility of the service.

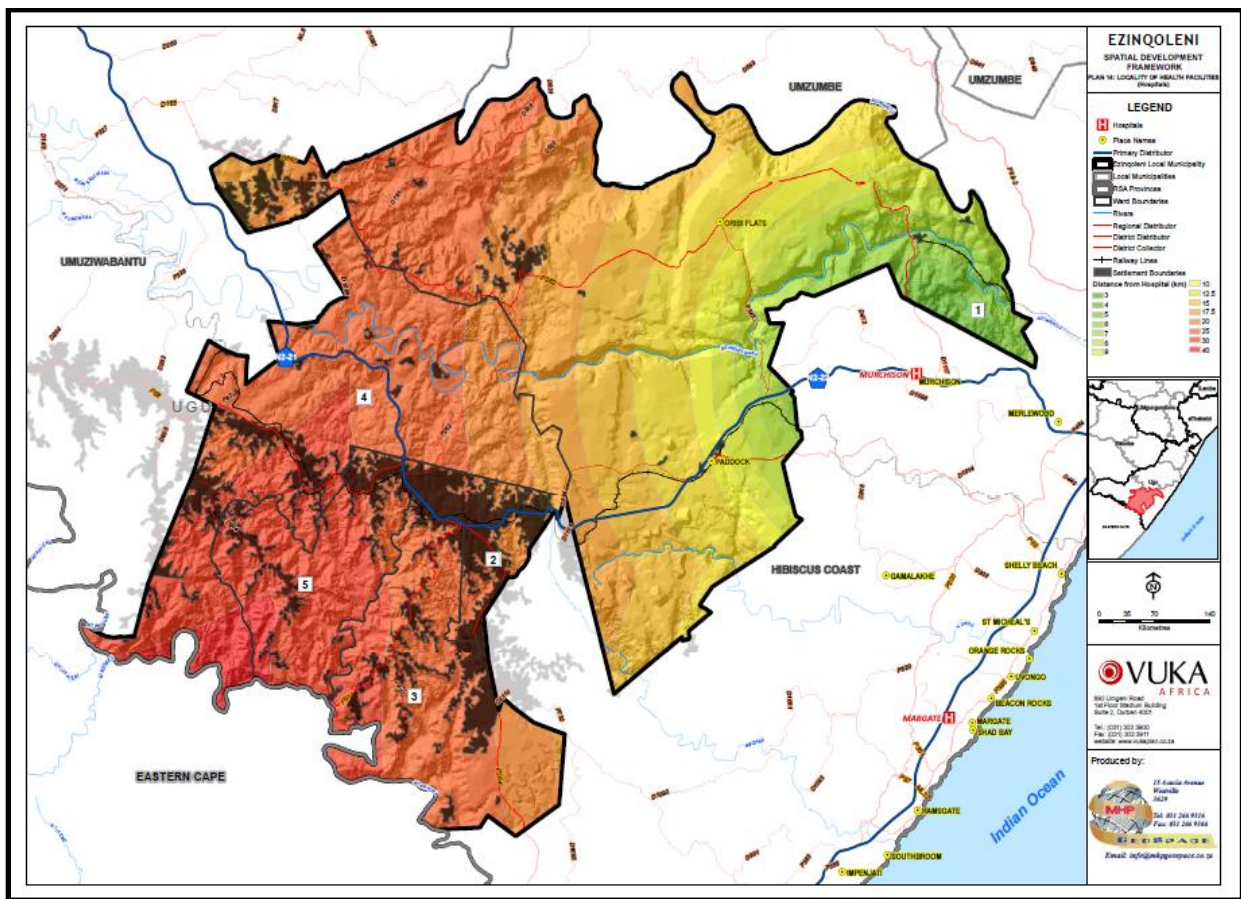
NAME	WARD	PROJECT
Kwa Nikwe	5	New PHC Clinic
Mdlazi	3	New PHC Clinic
Thorndale Mahlabathini	1	New PHC Clinic
Thembalesizwe (staff accommodation)	3	Upgraded PHC Clinics

Table 45: Clinics per ward

PhilaMntwana Centre	Ward	Functionality
Fukamela	1	Fully
Ndunu	4	Fully
Mahlabathini	2	Fully

Table 46: Child health facilities per ward

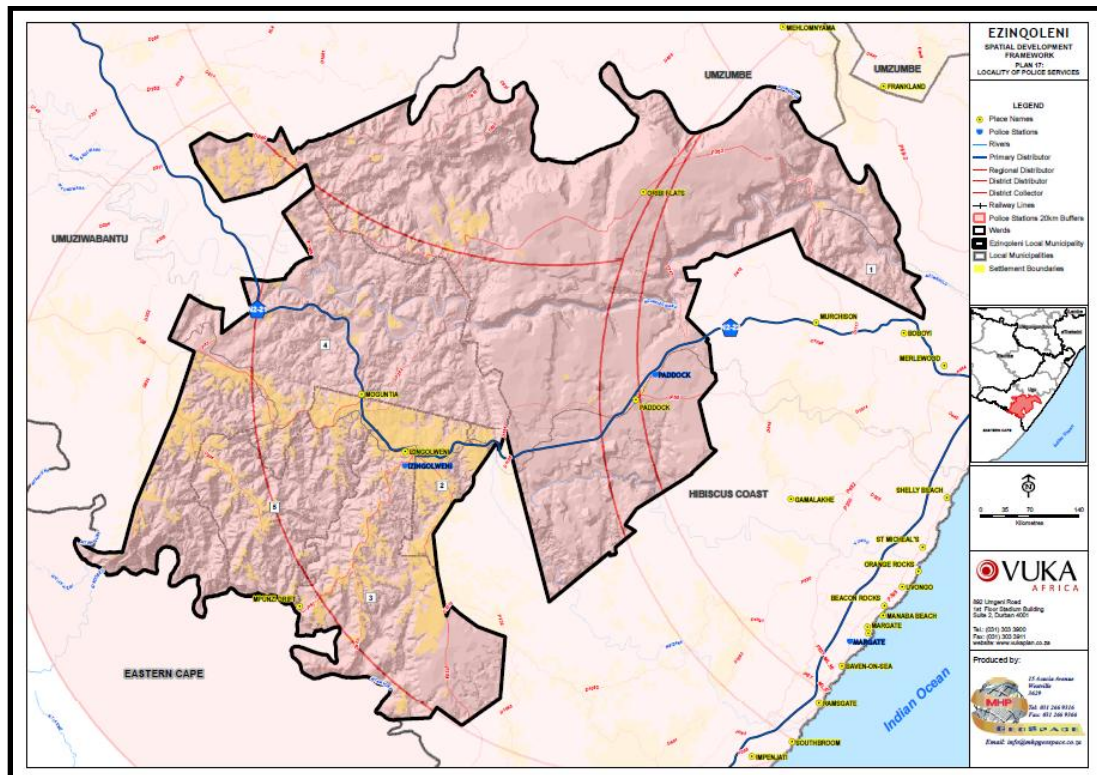
In efforts to reduce child mortality and combat infant related diseases, the department has also implemented the PhilaMntwana centres in three wards .When considering issues of threshold, the Murchison Hospital, located in Hibiscus Coast is in relative close proximity. Other areas where population concentrations exist could in future be serviced by both formal and mobile Clinics.



Map 24 Distribution of clinics in Ezingqoleni

3.5.11 SAFETY AND SECURITY

Two Police Stations currently exist in Ezingolweni municipality and are located in Ezingolweni and Paddock , serving the whole of the municipality. These are outlined in the attached map below. There is currently a plan to develop a satellite police station in Bhosiki, on the South Western tip of the municipality. This will help ensure the safety of all residents. An established Magistrates Court is already operational in Ezingolweni.



Map 25: Distribution of police stations in Ezingolweni

3.5.12 SOCIAL FACILITY INTERVENTIONS

The table below depicts the proposed improvements to be made on the various social facilities.

Type of activity	EXISTING (Maintain)	IMPROVE (Consolidate)	NEW
EDUCATION			
Primary Schools	Maintain existing	Where required	Guided by needs
Secondary Schools	Maintain existing	Where required	Guided by needs
Tertiary Training			Ezingolweni
HEALTH			
Mobile Clinics			
Clinics	Ezingolweni Clinic (Potential CHC) Mthimude Clinic Thembalesizwe Clinic		Kwa Nikweclinic Mdlaziclinic Thorndale clinic Mahlabathiniclinic

	Thonjeni Clinic		
Community Health Centre			
Hospital	NON		
SAFETY, SECURITY AND JUSTICE			
Satellite Police Station			Bhosiki Police station
Police Station	Ezingolweni& Paddock		
Magistrates Court	Ezingolweni		
Traditional Court	Three traditional courts		
WELFARE			
Social Welfare Office	Ezingolweni		
Mobile Pension Payment Points	Existing Payment Points		
Pension payment point	Ezingolweni		
SOCIAL FACILITIES			
Community Halls	Approx. 8 in municipality		
Libraries	Ezingolweni		
RECREATION			
Sport Field	Existing sports fields		
Sport Complex			Ezingolweni
ADMINISTRATIVE			
Thusong Centre			Ezingolweni
Municipal Offices	Ezingolweni		
Post Office	Ezingolweni		
Postal Collection Points			Based on needs
SOCIAL INFRASTRUCTURE			
Cemetery			Ezingolweni
Markets			Ezingolweni Long Term Node
Taxi Rank		Ezingolweni	

Table 47: Proposed interventions to social facilities

3.5.13 NATION BUILDING AND SOCIAL COHESION

In order to promote social cohesion and cultural diversity, Ezinqoleni municipality takes part in a number of initiatives. These include sports, cultural and traditional activities. UmkhosiWomhlanga Ceremony (reed dance) is one of the events that are used to promote this social cohesion. This is an annual event and it starts at the local level. The main objective is to promote virginity testing in the fight against HIV/AIDS. The municipality also conducts the cultural activities competition where the youth competes

on different cultural music / dance. Other initiatives such as hip-hop talent shows are implemented in order to protect, develop arts, culture and to sustain our democracy and build our nation.

COMMUNITY DEVELOPMENT FOR VULNERABLE GROUPS

Youth Development

Youth development is one of the key areas of intervention in the municipality. This is largely underpinned by the youth forming a majority of the population, necessitating the need to strengthen projects and programmes for this age group. Youth Development is a process or journey that automatically involves all of the people around the youth—family and community. The municipality is working towards positive results in the lives of youth by focusing on different aspects of life rather than concentrating only on academic skills and competencies. The expected outcomes of youth development programmes are: Physical well-being, mental well-being, Intellectual health, Employability and Civic and Social Investment. Ezingoleni Municipality therefore engaged on numerous programmes in order to achieve their goal.

Child Care / Rights of a Child Programmes:

The early childhood development centres are monitored, to insure that children are in a safe place and those early childhood development Centres are registered in Department of Social Development for assistance and legality; and also to give children advice on human trafficking. School uniforms are provided to support those vulnerable families; to insure that the right of a child to be educated is realised.

Disability and Senior Citizens

The disability forum is in place, this forum provides a platform for disabled people to discuss and share issues affecting them. Workshops and seminars are attended by disabled people to create awareness to ensure that people with disabilities rights are not being exploited. The senior citizens forum is in place and functional with 16 luncheon centres within all wards of the Ezingoleni. The forum was launched to ensure the care, support, protection and development of vulnerable groups and people with special needs particularly older persons within the Ezingoleni Municipality. All the centres are visited and inspected. In order to promote intergenerational bonding and embrace active ageing, the Ezingoleni Senior Citizens participate in the national golden games. The capacity building workshops and seminars are also conducted within all the Ezingoleni luncheon centres.

Farm Worker Programme

The Municipality has a responsibility to facilitate a coordinated response and create an enabling environment for farm workers. The workshops and seminars are conducted; focus on health issues e.g. STIs, TB, HIV/AIDS and general human rights.

HIV and AIDS

HIV and AIDS has become one of the biggest challenges that has ever faced our society. Political and socio-economic configuration of our society has been severely disintegrated. Government, civil society and private sectors are equally threatened by this disease. The HIV and AIDS pandemic is inherently linked with poverty, cultural behaviour, beliefs, social and economical inequalities between women and men. This pandemic has the potential of reversing some of the progressive gains made by our democratic government. To reverse the impact of HIV and AIDS pandemic, developing countries such as South Africa need to develop comprehensive intervention mechanisms that bring together government, civil society and private sectors in well co-ordinated partnerships. The response to HIV and AIDS has registered some significant gains in as far as prevention, treatment, care and support. However, these initiatives need to be escalated to higher levels. However, resources tend to be insufficient. The South African government has committed itself to fighting HIV and AIDS through the social sector's National integrated Plan (NIP) which utilises conditional grants to provinces to ensure the realisation of national goals. These conditional grants are supplemented by provincial resources that are committed to the implementation of HIV and AIDS programmes.

Ezinqoleni LAC achievements are a result of the added value created by the multiple stakeholder participation in the Local Aids Council (LAC) that directs all sectors of society in the creation of cascading waves of social response through Operation Sukuma Sakhe involving Government at all levels, civil society including business, labour, churches, traditional leadership and many other stakeholders represented in the Council.

Gender / Women

The forum is in place where by community members discuss about the issues affecting them. Workshop are being conducted and national specials days are celebrated; to ensure that community are involve in government programmes and are also developed spiritual.

STRENGTHS	WEAKNESSES
Existing tourism route Improved job creation through EPWP & CWP	Brain drain Primary sector decline Low income levels Limited funding to implement LED programmes HIV/AIDS prevalence
OPPORTUNITIES	THREATS
Young population SMME development N2 corridor	High unemployment Limited access to essential services

Table 48: LED and social development SWOT Analysis

KEY CHALLENGE	EXISTING STRATEGIES
Unemployment	CWP EPWP Support to SMMEs and Cooperatives
Limited funding to implement LED initiatives	Internal funding Sector department grants Review of the LED strategy
HIV/AIDS prevalence	HIV/AIDS programmes War rooms Department of Health's Philamntwanacentres
Poverty	Sukuma Sakhe initiatives One home one garden initiatives Support to agricultural cooperatives

Table 49: Key challenges

SECTION C: SITUATIONAL ANALYSIS

6. FINANCIAL VIABILITY AND MANAGEMENT

6.1 CAPITAL PROJECTS

The Ezingoleni Municipality has enough capacity to execute all its capital projects, the Municipality strives on realistic budgeting as the municipality is a grade two municipality and is a grant dependant municipality which means it has to oblige with the conditions set by national treasury.

The table below indicates Capital Expenditure over the last three financial years.

Years	2014/2015	2013/2014	2012/2013
Amount Spent	R18 426 000	R14 448 000	R12 741 000

From the above table, it is evident that the bulk of all capital expenditure is to address the backlogs in road transport. It is also witnessed that the huge slice of our budget in terms of Capital expenditure sourced from MIG grant. The municipality will be dropping in terms of capital expenditure from 32% to 27.1% (from 2013/14 to 2014/15) due to provincial grants which was given to the municipality as a once off grant. However Municipal Infrastructural Grant (MIG) will slightly increase from R 13, 5 million to R13.9 million.

Revenue by Major Source (2010/2011 to 2016/2017)

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand	1										
Revenue By Source											
Property rates	2	438	672	769	874	2 884	2 884	-	3 100	3 265	3 460
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other											
Rental of facilities and equipment		11	24	5	21	8	8		15	17	19
Interest earned - external investments		858	1 070	1 020	933	1 205	1 205		1 702	1 872	2 059
Interest earned - outstanding debtors						82	82		55	60	65
Dividends received											
Fines		0									
Licences and permits											
Agency services											
Transfers recognised - operational		26 129	27 110	31 206	33 654	33 804	33 804		39 097	46 924	47 849
Other revenue	2	280	681	499	391	314	314	-	300	344	377
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		27 718	29 558	33 498	35 873	38 297	38 297	-	44 269	52 482	53 829

As evident from the above table, the bulk of Municipal Revenue is via Transfers, whilst there is minor income derived from municipal property rates. We also notice that there will be some improvements in all revenue i.e. grants from R 33,8million to R 39,1million, Interest earned from R 1.2 million to R 1.7 million and Property rate from R 2.8 million to R 3.1 million. The above increase indicate improvement in the municipal operational budget.

Operating Expenditure by Major & Minor Type (2009/2010 to 2015/2016)

Expenditure By Type											
Employee related costs	2	6 982	8 055	10 201	12 544	12 193	12 193	–	13 435	14 295	15 210
Remuneration of councillors		2 135	2 445	2 814	2 950	2 990	2 990	–	3 176	3 379	3 595
Debt impairment	3	(229)	23	–	65	65	65	–	150	165	182
Depreciation & asset impairment	2	2 310	3 733	11 462	3 613	9 000	9 000	–	9 900	10 890	11 979
Finance charges		55	32	15	55	55	55	–	50	55	61
Bulk purchases	2	–	–	–	–	–	–	–	–	–	–
Other materials	8	–	–	–	–	–	–	–	–	–	–
Contracted services		424	375	849	632	602	602	–	2 477	2 725	2 997
Transfers and grants		674	707	400	1 463	1 313	1 313	–	775	853	938
Other expenditure	4, 5	12 389	9 831	10 628	12 251	13 484	13 484	–	14 798	14 836	16 416
Loss on disposal of PPE		18	–	–	–	–	–	–	–	–	–
Total Expenditure		24 759	25 202	36 369	33 573	39 702	39 702	–	44 761	47 197	51 377

In terms of Operating Expenditure, there has been a steady increase in both Employee related costs and remuneration of councillors. The increase is due to a percentage increase in the inflation thus increase in salaries and allowances. However in terms of the acceptable norm of 35 % when considering the personnel cost to total operational expenditure the municipality is doing very well and is dropping from 31% in 2013/14 to 30% in 2014/15.

6.2 INDIGENTSUPPORT

The Ezinqoleni Municipality has an Indigent policy in place and is reviewed on an annual basis, the indigent support entails

- Free basic service of Electricity
- Free basic service of Paraffin

The indigent support shall apply to a household per dwelling and not to an individual. The total gross monthly income of all members of the household may not exceed two old age state pensions. The applicant as well as any other member of the household shall not own other fixed property other than the one on which they reside.

The Indigent Policy was last adopted on 27 May 2015

There following table shows the allocation of the current and past years in terms of free basic services

Budget Year	2015/2016	2014/2015	2013/2014
Free basic service of Electricity	R250 000	R250 000	R300 000
Free basic service of Paraffin	R500 000	R450 000	R450 000
TOTAL	R750 000	R700 000	R750 000

6.3 MUNICIPAL CONSUMER DEBT POSITION

In 2014/2015 the Municipal Budget made provision for R 620,000 consumer debt. This amounted to a year-on-year increase of 302.4% increase

6.4 GRANTS AND SUBSIDIES

A total amount of R 53 million was budgeted for in 2014/2015 for receipts of transfers and grants from R 48,8 million in 2013/14. The level of reliance to government grants has been slightly increased by 0.01% from 86.6% in 2013/14 to 87.3 % in 2014/15 which indicate increase in the municipality on government grants to sustain their financial position.

6.5 Municipal Grant Dependency

The Ezingoleni Municipality is a grant dependant municipality based on its demarcation, as the community of Ezingoleni are all previously disadvantaged citizens of which to date majority of the population falls under the poverty line. Therefore Ezingoleni Municipality requires national treasury funding to uplift the people of Ezingoleni.

6.6 MUNICIPAL INFRASTRUCTURE ASSETS

The Ezingoleni Municipality has been implementing a plan to preserve the condition of municipal assets. The table below provides the allocation for the past three years towards repairs and maintenance

Year	2015/16	2014/15	2013/14
Budget	R2 600 000	R1 438 000	R732 000

Repairs & Maintenance for the 2016/17 budget year are R3 535 000 which is 5.06% of the Operating budget below the norm of 8%

6.7 CURRENT AND PLANNED BORROWING

The Ezingoleni Municipality has no current or planned Borrowings, and has had no borrowings for the past three financial years

6.8 MUNICIPALITY'S CREDIT RATING

The Ezingoleni Municipality currently does not have a Credit Rating.

6.9 EMPLOYEE RELATED COSTS (INCLUDING COUNCILOR ALLOWANCES)

The percentage of Employee related cost for financial year 2015/16 is 33.29% Adjusted to 34.32% in the Adjustment budget. 2016/17 Employee related costs are expected to increase to 35.49%. The employee related costs are within the benchmark of (25%-40%).

6.10 SUPPLY CHAIN MANAGEMENT

Ezingoleni municipality has an approved SCM policy. The bid committees were established and are functional. The SCM procurement thresholds as per the SCM regulations are adhered to. However, at times there are deviations that are approved in terms of regulation 36 mainly in case of emergency, sole supplies and where it is impractical to follow the procurement process. The required SCM reports are submitted to the relevant authorities.

Key Trends

- Established bid committees
- Finance policies in place
- Acceptable personnel costs
- Grant dependency

6.11 Auditor General Audit Opinion

Ezingoleni Municipality in the most recent financial statements for financial year 2014/15 has had a Clean Audit opinion. The same goes for the 2013/14 financial year and a qualification for the year 2012/13. This therefore shows that the municipality has had an action plan in place that has ensured the municipality has a clean audit two years in a row; this therefore recognises Ezingoleni as a viable and financially responsible municipality which is a wagon for peace and development

Strategic Objective	Goal	Go al Co de	R ef	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
R thousand													
Promote and enhance fight against poverty	Eradication of Poverty				831	1,048	1,430	1,430	1,430	1,565	706	1,678	
Ensure sustainable financial viability					2,300	2,312	2,157	2,756	2,203	2,203	3,471	3,500	2,883
Ensure alignment and intergration of strategies, programmes and projects					33,004	35,792	53,380	51,270	51,270	51,270	51,603	49,159	52,940
Advance and facilitate provision of sustainable and productive infrastructure	Infrastructure Development			12,742	15,145	14,194	14,367	14,367	14,367	13,403	14,039	14,840	
Allocations to other priorities			2										
Total Revenue (excluding capital transfers and contributions)			1	48,046	54,081	70,779	69,823	69,270	69,270	70,042	67,404	72,341	

SECTION C: SITUATIONAL ANALYSIS

7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

7.1 NATIONAL AND PROVINCIAL PROGRAMMES

7.1.1 EXPANDED PUBLIC WORKS PROGRAMME

The Extended Public Works Programme is a government programme aimed at the alleviation of poverty and unemployment. The programme ensures the full engagement on labour intensive methods of construction (LIC) to contractors for skills development. The EPWP focuses on reducing unemployment by increasing economic growth by means of improving skills levels through education and training and improving an enabling environment for industries and projects to flourish. In Ezinqoleni, this programme has been implemented with success. As the municipality does not provide enough job opportunities for its residents, government initiatives such as these, remain the main form of jobs provided. To date, a total of 353 jobs have been created through this programme.

Job creation through EPWP* projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
2010/2011	0	0
2011/2012	8	111
2012/2013	6	62
2013/2014	6	60
2014/2015	6	60
2015/2016	6	60
* - Extended Public Works Programme	T 3.11.6	

Table 50; Job creation through EPWP

7.2 INTERGOVERNMENTAL RELATIONS

Cooperative governance is based on the reciprocal obligation of spheres of government to trust, support and assist one another in coordinating service delivery to communities. It includes legal, political and moral obligation to inform and consult one another in order to achieve a developmental state. Various forums exist within Ezinqoleni Municipality, Ugu District, KZN Province and nationally which make this cooperative governance a reality. These forums assist in both vertical and horizontal intergovernmental relations between the spheres of government.

The main purpose behind the existence of these IGR structures/ forums is to provide a place for discussion and consultation and also ensure the smooth flow of information within government. Ezinqoleni Municipality currently participates in a number of forums within the three spheres of government to ensure the realization of cooperative governance. These are set out below.

7.2.1 NATIONAL INTERGOVERNMENTAL STRUCTURES

- Institute for Local Government Management (ILGM)
A voluntary association meant at providing guidelines for a professionalised local government and condemnation of malfeasance and corruption
- Institute for Municipal Finance Officers (IMFO)
An association of financial experts providing a platform for sharing of experiences aimed at improving financial governance of municipalities.
- National Municipal Manager's Forum
A knowledge sharing platform and a mechanism for benchmarking progress made by the different provinces in advancing effective and accountable democratic local government

7.2.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

- Premier's Coordinating Forum
The Premier's Coordinating forum is aimed at all Municipal Managers and Chief Finance Officers in the Local, District and Metro. It also targets all Heads of Departments within the province of Kwa-Zulu Natal. It is one of the mechanisms used to provide a platform from municipalities and Departments to discuss key issues that exist. It discusses issues that require cooperation from different spheres of government. These include, but are not limited to

Operation Sukuma sakhe: The status report on war rooms from Operation Sukuma Sakhe, best Practices and ways of improving the functionality of OSS within municipalities are shared. This ensures that Departments and Municipalities are held accountable provincially to intervene on issues raised in the war rooms.

Provincial report on HIV/AIDS: The number of people living with HIV/AIDS in Kwa Zulu Natal has increased from 12,2% in 2002 to 14,9% in 2012. This begs for different spheres to work together in the fight against this illness. The PCF also provides a platform for deliberation on this issue.

Other issues that are discussed include municipality's audit outcomes, climate change and progress on service delivery (electricity and water).

- Chief Finance Officer's Forum
The Chief Finance Officer's forum gathers together all Municipal CFOs, policy makers and specialists involved in various facets of municipal finance. Here, innovations, challenges and

opportunities are shared and municipal finance topics discussed. These range from the basis of managing municipal finances to ways of moving towards clean audit.

- Provincial Planners Forum

Provincial Planners forum is comprised of all officials in the planning profession and sector departments. These include Integrated Development Planning managers, Town Planners, Development Planning Shared Service Planners, GIS technicians and individuals from Sector Departments who are custodians of the IDP in their respective fields. A range of issues are discussed and this helps implement a uniform procedure when dealing with the IDP. A component of the Provincial Planners Forum is the Planning and Development Act Forum which targets individuals in municipalities that process land development applications. In Ezingoleni both functions are performed by the Strategic Planning Manager.

7.2.3 DISTRICT INTERGOVERNMENTAL STRUCTURES

A number of structures currently exist within the municipality which assists in achieving district wide intergovernmental relation.

- Mayors Forum

Politically, there exists the Mayors Forum where all the Mayors within the District meet and deliberate on issues that are cross border in order to allow for horizontal alignment between the local municipalities as well as vertical alignment between the locals and the District.

- Municipal Managers Forum

There also exists a Municipal Managers Forum which sits regularly to discuss administrative issues for municipalities. As Municipal Managers are accounting officers in their municipalities, they are also tasked with ensuring that strategies that are derived by the districts reflect issues that exist at ground level in the municipality.

- Development Planners Forum

Development planning officials within the Ugu District meet regularly to discuss issues around Integrated Development Planning and Land Use Planning (PDA). In this forum, IDP Managers, Town Planners, Development Planning Shared Services planners ensure horizontal alignment between the locals within the district and vertical alignment between the locals and the districts on issues of strategic planning.

- District Technical Advisory Committee

Performance management is an integral part of any institution. Within Ezingoleni Municipality this function is performed by the Strategic Planning Manager. All individuals involved in performance management within the district meet every quarter with KZN Cooperative

Governance and Traditional Affairs, Performance Management Unit. Here, issues of compliance, best practices and challenges are shared. Capacitation and support is also given.

7.3 MUNICIPAL STRUCTURES

Integrated Development Planning Representative Forum

The IDP Representative forum is chaired by the Chairperson for Planning and Local Economic Development. It provides a platform for all stakeholders in the IDP process to plan for and develop the Integrated Development Plan. Sector departments are encouraged to share information around projects that they are implementing within Ezingoleni. The municipality updates the stakeholders on the key milestone of the IDP process. This forum serves as a participation mechanism and also limits the duplication of projects and resources in the municipality by different spheres of government.

Sukuma Sakhe

War rooms are an integral part of Operation Sukuma Sakhe. These War Rooms provide a ward based platform for public coordination and engagement and the integrated provision of services to the community. War rooms are at the forefront of the poverty alleviation campaign. They act as a base where skills programmes, empowerment programmes, Local Economic Development activities and education programmes can be launched and coordinated in an integrated manner. Stakeholders in Ezingoleni war rooms range from field workers (Youth Ambassadors, Community Caregivers), Community Development workers, and officials from government departments, NGOs / CBOs / FBOs and are championed by the ward councilors.

Other Forums that exist within the municipality include:

- Local Aids Council
- Local Labour Forum
- Senior Citizens Forum
- Gender Forum
- Disability Forum
- Disaster Management Advisory Forum

7.4 AUDIT COMMITTEE

Audit Committee

The audit committee of the municipality oversees financial reporting, disclosures and the accounting of policies within the municipality. Ezingoleni is in shared services with the other municipalities within the district and shares the audit committee members. The committee is chaired by Mr P Preston, other members include C. Elliot, I. Lockart and the Municipal Manager and CFO sit on the committee.

7.5 STATUS OF MUNICIPAL POLICIES

POLICY	ADOPTED Y/N
Supply Chain Management Policy	Yes
Indigent Policy	Yes
Risk Assessment Plan	Yes
Employment Equity Plan	Yes
Skill Development Plan	Yes
POLICY	ADOPTED Y/N
Fleet Management Policy	Yes
Employment Equity Plan	Yes
Financial Plan	
Communication Plan	Yes
IDP Process Plan	Yes
Comprehensive Infrastructure Plan	No
Petty Cash Policy	Yes
Acting appointments Policy	Yes
Housing Allocation Policy	No
Policy on the Use of Community Facilities	Yes
Municipal Youth Development Policy Framework	No
Recruitment and Selection Policy & Procedure	Yes
Overtime Policy	Yes
Study Leave	Yes
Telephone Policy	Yes
Council car wash Procedure	No
Mobile Signage Policy	No
Fraud Prevention Policy	Yes
Policy on attendance, Punctuality and Official working Hours	Yes
Appointment of temporary employees	No
Cellphone Policy	No
Learnerships Procedures & Guidelines	Yes
Credit Control and Debt Collection Policy	Yes
Procurement Procedures	Yes
Attraction and Retention Policy	Yes
Cash Management and Investment Policy	Yes
Policy on Leases, Contracts & Agreements	No
Tariff Policy	Yes
Acting allowances Policy & Procedures	Yes
POLICY	ADOPTED Y/N
Policy on Attendance at Conferences & Workshops - Int. Travel (Incl Cllrs	No
Exit & Termination Policy & Procedure	Yes
HIV & AIDS Policy	Yes
Induction & Orientation Policy & Procedure	No
Leave Policy	Yes
Job Evaluation Policy	No
Placement Policy	Yes
Remuneration Policy	No

Human Resources Management Policy	No
Job Description	Yes
Budget Policy	Yes
Internet & E-mail Policy	Yes
Grant In Aid Policy	No
Performance Management and Development Policy/Manual	Yes
Ward Committee Policy & Procedure	Yes
Occupational Health and Safety Policy	Yes
Internal Audit Charter	Yes
Assets Management Policy	Yes
Credit Card Policy	Yes
Disciplinary & Grievance Policy & Procedures	Yes
Disaster Management Plan	Yes
Housing Sector Plan	Yes

Table 51: Status of municipal policies

The municipality is implementing all policies that are in place.

RISK MANAGEMENT

Risk management contributes to good corporate governance by providing reasonable assurance to Government that the municipal organizational objectives will be achieved within a tolerable degree of residual risk. The criteria for deciding whether a risk needs to be treated are often set with reference to events from similar activities in the past or by background risks experienced in daily life. However, data can be distorted by large incidents, one off catastrophes or windfalls that dominate the dataset; Declining levels of risk due to increased controls as lessons have been learned from incidents and standards of control have improved. This means that criteria based on old historical risks may not be strict enough to control the modern situation; and Changes in the activities or circumstances covered now as compared with the past situation. With the assistance of Provincial Treasury the municipality managed to develop a risk management framework, a risk committee and developed a risk register. An internal auditor has been hired by the municipality during the 2014/2015 financial year. The auditor will also be dealing with risk management issues.

ANTI-CORRUPTION AND FRAUD

The prevention of fraud and corruption strategy which has been communicated to all internal stakeholders is explicit on areas that are vulnerable to fraud and corruption further stipulating sanctions that may amount to dismissal and criminal action against those on the wrong side of the law. Each employee and Councillor has signed a Code of Conduct and further signed a Declaration of Business Interests to make

sure that all internal stakeholders are conducting their affairs within the generally accepted norms of behaviors. No Councillor is serving on the supply chain committees as that would be in conflict with the legal prescripts, in particular the Municipal Finance Management Act. In relation to declaration forms in the bid documents it has been noted that although the forms are explicit by requesting employees of the State not to submit bids for municipal work, it has been noted that there are still some potential bidders who make false declarations. This has proved difficult to manage as there is no central database to cross reference the directors of companies and when such incidents are detected the affected individuals are referred to the law enforcement agencies for prosecution.

MUNICIPAL BYLAWS

The municipality currently has property rates by-laws and building control, informal economy (street trading and taxi rank) and waste management bylaws. With the exception of the property rates bylaw, the municipality still faces challenges in enforcing its bylaws due to human capacity constraints.

By-laws Introduced during Year 2015/2016					
Newly Developed	Revised or developed	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
Informal Traders policy	2015	yes	2015	no	
LandUseManagement	2016	Yes	2015	In process	

Table 52: Municipal bylaws

PARTICIPATION ANALYSIS

The mechanisms that the municipality uses for its public participation are as follows:

- **IDP Representative Forum (IDP Rep Forum)**

This forum represents all stakeholders and is as inclusive as possible. Efforts will be made to bring additional organisations into the Representative Forum and ensure their continued participation throughout the process.

- **Media**

Local newspapers are used to inform the community of the progress of the IDP Review.

- **Information Sheets**

This will be prepared in English and IsiZulu and be distributed via the Representative Forum; Council and Ward Committees.

- **Road Shows / Izimbizo**

Road shows are held in all the wards within the municipality.

- **Radio Slots**

These are mainly used by the political leadership. These are recommended where possible if they suit the municipality's programme financially and otherwise.

During November 2015, the municipality conducted Mayoral Izimbizo in preparation for the development of the 2016/2017 IDP review. The aim was to solicit community inputs and establish the community's needs. Below is a table highlighting some of the community needs that were received from the community.

WARD	COMMUNITY NEED
1	<ul style="list-style-type: none"> • Electricity at Mahlabathini, Highlands • Development of Wosiyane • Municipality Grader to assist Co operatives • Communal Taps at Thuthuka • RDP Housing at Highlands • Library at KwaNyuswa • No recreational facilities at Wosiyane
2	<ul style="list-style-type: none"> • High School at Mbeni • Road conditions • Leaking pipes • No standpipes • Damaged bridge
4	<ul style="list-style-type: none"> • Requested for recreational facilities at Hlomendlini and a community

	<ul style="list-style-type: none"> • hall • Asked for municipality to supply water tanks at Hlomendlini • Requested for a training centre • RDP housing at Godloza • Celebane is left out of development
3	<ul style="list-style-type: none"> • Graveling o roads be tarred p 57 • Access to water • Clinic at Mdlazi • Requested for RDP Housing • Disaster housing
5	<ul style="list-style-type: none"> • No stands at Mpunzi Sports Field • No recreational facilities at Nongidi • No water access at Bhosiki area • Construction of Road from Mlozane to Ntuli • Wanted Bridge at Shongwe • Water at crèche in Nkulu area
6	<ul style="list-style-type: none"> • No Community Hall • Bad road conditions • Shoba RDP houses

Table 53: Community needs

OPERATION SUKUMA SAKHE AND WAR ROOM

- There are six war rooms established at KwaNyuswa Sports Centre, Mbeni Hall, Thembalesizwe Clinic, Kwa-Ndunu Hall, Mlozane Community Hall, and Vukuzithathe Tribal Court. The warrooms sit every week from Tuesday to Friday. All 6 War-rooms are functional. The schedules of warroom meetings are not available but they sit once a weekly on their scheduled days. The community members are aware of the war-rooms. Attendance registers are available and minutes are taken and safely kept. The structure or the office bearers is existing and war-room are convened by government officials. WTT compiles reports but they are not submitted timeously to LTT due to gaps in their reports caused by poor attendance of other departments.
- Common challenges of all war rooms; Poor attendance of government departments. 4 (2, 3, 4,5) Warroom are not branded and there is no direction arrows. There is no electricity in ward 1, 2, 5 warroom. Delayed in interventions due to non attendance of depts. Initial deployments from departments, they are no longer available – new deployments required.
- Ward 2 – CCG's are working tirelessly and cases are attended swiftly for attending depts. The venue is conducive. Ward 3 – cases reported are easily attended for attending depts, first hand information from DOH issues as the warroom is in a clinic. Ward 4- CCG's are working tirelessly and cases are attended swiftly for attending depts. Ntokozweni NPO is also working tirelessly.

Ward 5 – More CCG’s who work tirelessly and work over and above their job description.
Support from community and local leadership.

WARD COMMITTEES

Ezinqoleni ward committees are fully functional and meetings are held regularly. The municipality enjoys a workable relationship with ward committee members.

AMAKHOSI IN COUNCIL MEETINGS

Ezinqoleni Municipality enjoys a workable and developmental oriented relationship with amakhosi and iziduna

EZINQOLENI COUNCIL

The council of Ezinqoleni consists of 11 councillors. Council is held regularly and most often twice per quarter. The councillors hold a vital role in the development of the IDP and other developmental oriented projects/programmes within the municipality.

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

MPAC within the municipality is fully functional and sits regularly.

MUNICIPAL BID COMMITTEE

Ezinqoleni Bid committee is fully functional, independent and transparent.

INTERNAL AUDIT AND PERFORMANCE AUDIT COMMITTEE

Internal Control and Internal Audit

The External Audit Committee is responsible for monitoring and advising in respect of the effective functioning of the Internal Audit activity. Internal Audit reports functionally to the Audit Committee and administratively to the Accounting Officer.

Performance Audit Committee meetings

In terms of section 62(1) (c) of the Municipal Finance Management Act (MFMA), No.56 of 2003, the Municipal Manager is the Accounting Officer and is responsible from managing the financial administration of the municipality. The Audit Committee is appointed in terms of Municipal Legislation, to assist and to advise the Mayor, Speaker and Municipal Manager of the Municipality. It is afforded wide powers and statutory obligations in terms of Section 166 of the Municipal Finance Management Act. This report documents the activities of the Audit Committee sitting as a shared service for the Ezingoleni Local Municipality for the 2015/2016 financial year. Audit Committee meetings and Performance Audit Committee meetings took place at least four times a year.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Functioning IGR structures Functional ward committees	No communication plan
OPPORTUNITY	THREATS
Need to improve co-ordination between CDWs and the municipality Establishment of an Internal Audit unit	No IT strategy in place

Table 47: Good Governance and Public Participation SWOT Analysis

8. VISION, GOALS, OBJECTIVES & STRATEGIES

8.1 MUNICIPAL STRATEGY DEVELOPMENT

Ezingoleni Municipality, with the assistance of A service provider, KZN COGTA Strategic Planning and performance management units and Hibiscus Coast LM, held a two day strategic planning session on the 05th and 06th of March 2015. The session centered on the need to review the municipality's strategic framework by taking into consideration the following

1. The provincial and National strategic direction (NDP and PGDS)
2. The municipality's performance (MEC and Auditor General comments)
3. The situational analysis (identification of key development issues)

8.1.1 THE AIM OF THE SESSION

Local government is mandated by the Municipal Systems Act 2000 to ensure that it constantly reviews its Integrated Development plan. Ezingoleni aimed to fulfill this mandate by:

1. Institutionalizing a culture of planning between the political and administration bodies of the municipality.
2. Ensuring alignment between the needs identification and strategy development.
3. Understanding the status quo through
4. Using the previous year's municipal performance as a baseline for the development of a new strategic direction.
5. Ensuring that the strategic framework of the municipality is aligned with that of the PGDS and NDP.

The intention of the session was therefore to begin to focus the municipality's goals and priorities and align them with those of the province.

8.2 VISION, MISSION AND STRATEGIES

The next step involved analyzing the municipality's vision. It was unanimously decided to keep the existing vision and mission of the municipality to allow for continuity. It is outlined below.

“By 2030, Ezingoleni Municipality shall be the destination for all, where discrimination any form does not exist. The said municipality will be economical and financial viable, whilst ensuring that its citizens and communities are served in an efficient, effective, transparent as well as sustainable manner. This shall include inter alia the protection of environment, indigenous forestry and other natural resources for future generations.”

8.2.1 Emerging strategic Elements

- Protection of the environment and environmentally sensitive areas
- Promotion eco tourism and eco system
- Promotion and encouraging of economic growth

The municipality's mission begins to touch on issues of alignment and intergovernmental relations as integral tools in the achievement of the municipality's goals.

“Achieving the 2030 vision through innovative rural development interventions by enhancing partnerships with key investors and aligning with government programmes to optimize development impact for local residents”

The next step involved concretising key issues, deciding on priorities and deriving strategic objectives that will inform the development of programmes to address the identified issues.

8.3 KEY DEVELOPMENT ISSUES

As a point of departure, it was crucial to dissect the development challenge facing Ezingoleni Municipality into simple and clearly discernible threads or themes for analytical purposes with a view to providing the basis for the Strategic Planning Session's deliberations and in turn laying the foundation for the 2015/2016 IDP Review; this is despite the fact that the said challenge is broad and severe as it cuts across all sectors of the municipality's space economy.

Effectively, the Strategic Planning Session sought to get a better sense of the said development challenge in all its facets and in turn consolidate and improvise on the current interventions designed to address the challenge, at least at strategic level. Accordingly, the challenges facing the municipality can be broken down into the following themes in no order of importance:

A. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

- 1. The municipality's economy is evidently stagnant** and does not provide ample opportunities for upward social mobility. It is clear that there are limited means for residents within the municipal area of jurisdiction and immediate surrounds to obtain meaningful employment in close proximity to their homes.

The relative isolated location of the municipality means that Ezingoleni residents are disconnected from major urban centres and other work opportunities. People are forced to look elsewhere for work opportunities. This implies that they have to commute long distances between

their places of work and homes. Expensive means of transport imply inefficiencies in the current transport system, if at all and also further compound the plight of the poor, unemployed members of the community.

2. Ezingoleni has huge potential for tourism. However **tourismpotential has not yet been fully explored or neatly packaged**. To this end, the area boasts pristine natural assets such as the Oribi Gorge and other significant nature conservation areas. In this regard, various tourism assets could be linked and dovetailed with serene and tranquil natural assets into remarkable tourism development. In summary, Ezingoleni has potential for eco-tourism and heritage. Moreover, given the beautiful rolling landscapes of the broader municipal area, there could be opportunities for adventure sports such as hiking, bungee jumping, mountain biking, hunting and gaming etc. But of course some of these activities can only happen in the medium to long term.
3. **Attending to the needs of the informal sector remains a challenge** despite the fact that this sector provides employment for a large segment of the community. A number of informal activities take place in and around various nodal areas. The majority of these informal businesses are survivalist in nature. However, some of them are resilient and have potential to grow and yield significant returns if supported and nurtured through, for instance, market stalls, ablution facilities, etc. This includes the need to regulate them, especially in densely populated nodal areas through byelaws, law enforcement, and other town planning mechanisms, if necessary, in order to enhance the performance qualities of the areas concerned.
4. **Inadequate preconditions for the successful implementation of LED Programmes** in terms of the following:
 - Personnel
 - Management capacity
 - Business infrastructure (e.g. electricity, stalls, rentable business premises, etc)
 - Funding
 - Low skills base and disposable incomes

There is a constrained institutional capacity to implement LED programmes in terms of human resources and funding. While the post of the LED officer has now been filled, this is only partially solving the problem given that its magnitude is complex especially from a funding and infrastructure point of view. Further, the complex web of relationships that exists between the private and public sector players in overlapping spaces is less understood.

However, the upcoming merger is likely to beef up the municipality's LED human resource capacity. On the contrary, the latter glitter of hope does not, unfortunately, extend to the challenge of the lack of funding to implement LED programmes, particularly because even Hibiscus Coast municipality has its own challenges in this regard.

5. SMME development remains a challenge. Despite the fact that SMMEs are a permanent feature of the municipality's economic scene, like in all other municipalities, they continue to face a lot of challenges as detailed hereunder:

- access to finance and markets
- escalating transportation costs
- high levels of crime
- poor business management skills, etc

This challenge is guaranteed to survive "the merger" which makes it necessary for Ezingoleni municipality to identify robust ways and means to tackle the challenge on an ongoing basis, or at least to drive the SMME agenda even in the aftermath of the merger.

In summation, while Ezingoleni LED Plan is in place, it is said to have the following shortcomings:

- The issue of unresolved land claims pose a threat to investment attraction
- Poor prioritisation of wards on social development issues
- Lack of clear discernible transversal themes for LED, namely, Enterprise LED, Livelihood LED, & "Local" LED

The municipality intends to address these issues in the review of the current LED plan

6. Agricultural Development

The municipality is yet to identify and prioritize high value agricultural land, threats to production and priority areas taking cognizance of the KZN Department of Agriculture and Rural Development (DARD) Land Categories dataset and Draft Policy guidelines 2013, with additional soil and vegetation surveys being conducted in strategic areas where more detail is required for specific delivery programmes. The KZN DARD Land Categories dataset has is available to assist the process.

The municipality does **not have an agricultural sector plan containing an analysis of potential value-adding opportunities, goals, optimization strategies, improved production systems and interventions for prioritized areas** in order to unleash agricultural potential, particularly because agriculture has been identified as an economic driver and mainstay of the region's economy.

7. Investment Leverage

Poor investment in public infrastructure has meant that the municipality is unable to attract private investment. This is despite the potential to exploit opportunities brought about by new and existing linkages around the nodes and corridors as set out in the SDF, in particular, the N2 which traverses the municipal area.

Within the Ugu region, business or investor attraction turns to be influenced by spatially induced settlement patterns. Large businesses, for instance, have predictably only made a footprint in the affluent towns located along the coastal strip. This is partly because the size of catchments required to sustain them, at least in terms of the Market Place Theory, are not available in the hinterland, Ezinqoleni in particular. Again this situation is unlikely to change even during the post-merger period. Clearly, there is a 'disconnect' between what private business wants and what the underserved Ezinqoleni municipal area is able to offer.

The general underdevelopment of the municipal area coupled with low skills base, relatively high levels of poverty, unemployment, etc makes it difficult for the municipality to attract significant volumes of private capital and consequently, the area remains trapped in an “**under-development lock-in**”. Therefore, despite the looming merger highlighted above, enhancing the autonomy of the area by, *inter alia*, improving intra-area access to services and infrastructure is a priority that should outlive the merger.

B. BASIC SERVICE DELIVERY

1. Community, Social, & Recreational Facilities

Community facilities and public social amenities, where provided, are not placed in proximity to one another which makes residents travel further and more often for social services. Social amenities are also neglected and often run down due to the poor management and location of these resources.

Recreational resources and facilities are either non-existent or sparse within the municipal area. While education and schooling is very important, recreation and sport are equally imperative in shaping future generations. Sport plays a key role in keeping kids off the streets and out of trouble by giving them a portal with which they can exploit their athletic ability. There is, therefore, a dire need to provide more sporting and recreational facilities on a shared basis if needs be.

2. Service Delivery & Infrastructure

With regards to services and infrastructure, the provision of bulk water, electricity and road maintenance also remains a challenge. Again these challenges are unlikely to be resolved in the short term.

C. FINANCIAL MANAGEMENT & VIABILITY

1. Revenue Generation

Revenue generation, protection, and enhancement remain a challenge. This includes the issue of low debt recovery rate. This is despite the fact that the municipality has prepared the Revenue Enhancement Strategy.

D. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- The Municipal Budget or IDP includes disability programmes and issues and to ensure that the budget is set aside for these relevant activities
- Ensure utilization of budget for persons with disabilities
- Ensure that capacity building in the municipality includes the capacitation of focal persons, and or Municipal officials on issues related to persons with disabilities (including braille and sign language). Councillors to be included in the training.

F. CROSS CUTTING INTERVENTIONS

1. Nodal Planning & Development (including delineation of Urban Urges)

The public environment in the nodes (as depicted in the SDF) is characterized by development that is largely unplanned, uncoordinated and does not facilitate or enable societal interaction. Improper planning of the nodes and market areas has resulted in dysfunctional and ad hoc informal markets alongside main pedestrian and vehicular routes. The land development area within the CBD of Ezingoleni town, for instance, is fragmented into two isolated and inwardly focused sections on either sides of the N2 traversing the CBD. Broadly speaking, the lack of attention given to nodal development and to the design thereof leads to the following problems:

- Fragmentation, poor legibility and little or no support infrastructure for entrepreneurs.
- Poorly designed internal access roads or street patterns inhibit economic opportunities within the node(s).
- An unproductive nodal development which negates economic growth and vibrancy and ultimately, in the case of the CBD, leads to inward oriented development on either sides of the N2.
- Lack of sense of place
- Delineation of urban edges and urban growth boundaries needs to be attended to. This has significant implications on achieving the objectives associated with densification and intensification initiatives as contemplated in the applicable prescripts e.g. SPLUMA
- The unavailability of **developableland for the expansion of the Ezingoleni town** also remains a challenge. This ultimately talks broadly to the need for the framing of a land assembly or release programme for various infrastructure needs and housing typologies with a view to stimulating and diversifying the property market on the one hand and providing basic services within the municipal area on the other hand, especially in the nodal areas earmarked for intensification and densification.
- **Lack of expression through urban design elements (e.g. public art, greening, etc)** in the nodes is further impoverishing these areas. To focus on such urban design elements could be considered a waste of time when people struggle with more crucial matters such as lack of electricity, unemployment, proper sanitation and water, etc; however if used correctly, urban design could brighten up the public environment and in turn churn out positive development spin offs by, for instance, influencing consumer habits within the nodes and other areas earmarked for development.
- **Lack of traffic calming devices or safety considerations in and around nodes particularly where these are bisected by high order roads** also poses a danger to pedestrians or residents and does not auger well for investment leverage.

2. Spatial Planning and Environmental Concerns

Coupled with the notion of nodal planning & development articulated above, is the issue of municipal-wide spatial planning and incorporation of environmental concerns into the planning processes. To begin with, an observation has been made that whilst the SDF makes mention of the need for densification & intensification and the manner in which it should be carried out in accordance with the spatial structure of the municipality, there is no indication of where this is to happen within the municipality.

Related to the above concern is the lack of Strategic Environmental Assessment on how the proposed SDF recommendations, if implemented, will ultimately affect the environment in the long term.

The municipality **does not have an Integrated Waste Management Plan and likewise the post of Waste Management Officer has not** been created or filled as contemplated in the applicable legislation.

The dispersed settlement patterns characterizing the municipal landscape makes for poor locational attributes and results into the following challenges:

- Vast sprawling areas which in turn make for limited economic opportunities and lesser economies of scale
- Costly service provision in and around expansive rural settlements
- High transportation costs for residents and local business

8.3.1 Local Economic and Social Development

KPA	ISSUE	PRIORITY	MUNICIPAL OBJECTIVE	PGDS STRATEGIC GOAL	NDP GOAL
LOCAL ECONOMIC AND SOCIAL DEVELOPMENT	<u>Unemployment</u> -Estimated at 4135 -Municipality largely reliant on government initiatives.	Job creation	To promote sustainable livelihood	Job Creation	Creation of jobs and livelihoods
	<u>Inefficiently explored tourism industry</u> -Lack of investment -Minimal working relations with relevant stakeholders	Tourism development	To facilitate the promotion of tourism	Human community development and	Transitioning to a low carbon economy
	<u>SMME support</u> -Lack of financial, business management and marketing skills provision to SMMEs	Ongoing development and support of SMMEs	To create an enabling environment for sustainable local economic development		
	<u>LED capacitation</u> -Lack of funding, human capital and resources within the LED unit	Sourcing sufficient funding	To promote and enhance the fight against poverty		
	<u>M and E</u> Lack of monitoring and evaluation for cooperatives	Ongoing development and support of SMMEs	To create an enabling environment for sustainable local economic development		

8.3.2 Basic Service Delivery

KPA	ISSUE	PRIORITY	STRATEGIC OBJECTIVE	PGDS STRATEGIC OBJECTIVE	NDP GOAL
BASIC SERVICE DELIVERY	<u>Bulk water supply</u> -unreliability of the water supply -unfinished water projects -illegal water connections	-Revival and maintenance of existing infrastructure	To maintain existing infrastructure	Strategic infrastructure	Expanding infrastructure
	<u>Electricity</u> -Sufficient supply to unlock investment potential	-Expanding infrastructure	To ensure investment on infrastructure development and service delivery		
	<u>Roads</u> -Poor maintenance				
	<u>Provision of Sustainable human settlements</u>	Facilitating infrastructure provision	To facilitate the provision of housing infrastructure		
	Under utilization of Community facilities	Ensuring sustainable service delivery	To advance and facilitate the provision of sustainable and productive infrastructure		

8.3.3 Municipal Transformation and Institutional Development

KPA	ISSUE	PRIORITY	Municipal Objective	PGDS STRATEGIC GOAL	NDP GOAL
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	<u>Shortage of skills</u> Skills for economic development and upliftment	Skills development	To ensure the development of human capital	Human and community development	Improving education and training
	<u>Brain drain</u> Largely resulting from outmigration				Building a capable state
	<u>Safety and security</u> Within the institution and community at large	Promote a safe and healthy environment		Governance and policy	Fighting corruption and enhancing accountability

8.3.4 Good Governance and Public participation

KPA	ISSUE	PRIORITY	Municipal Objective	PGDS STRATEGIC GOAL	NDP GOAL
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Race representation in development	Strengthen communication between the municipality and all races.	To promote tolerance, perseverance and participation in development	Governance and policy	Transforming society and uniting the nation

8.3.5 Cross Cutting Interventions

CROSS CUTTING INTEVENTIONS	<u>Limited land availability</u> -land is held in trust	-Spatial Equity	To support access to land and land tenure improvement	Spatial Equity Response to climate change	Transforming Urban And Rural Spaces Transitioning to a low carbon economy
	<u>Land management Enforcement</u>		To promote and enhance development planning; spatial planning and land use management		
	<u>Environmental management</u>		To create a sustainable physical environment		

8.3.6 Financial Viability and Management (ABOVE)

From these municipal objectives, a number of performance indicators were developed. These would ultimately form the basis of performance and reporting for the municipality as they would translate into the municipality's Service Delivery and Budget Implementation Plan. These indicators are listed below.

Local Economic And Social Development

NATIONAL KEY PERFORMANCE AREA: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT					
GOAL	PRIORITY	OBJECTIVE	STRATEGIES	KEY	RESPONSIBILITY

				PERFORMANCE INDICATOR	
To promote Local f Economic Development.	1. Ongoing development and support of SMMEs	To create an enabling environment for sustainable local economic development	Provision of municipal financial support to local co-operatives	Number of SMME and Cooperative support initiatives	Office of the Municipal Manager
				Number of SMME & Cooperative Projects Assisted	
			Business information dissemination workshops.	Number of business information sharing workshops.	
			Conducting capacity building and training workshops.	Number of capacity building workshops.	
			Create, regulate, and provide support to the informal economy	Number of informal trader engagements	
			Provide business intelligence and forge partnerships with the private sector	Number of Quarterly information sharing sessions held between the municipality and local businesses	
			Monitoring and evaluation of cooperatives	Number of cooperatives assessed.	
		To promote and enhance fight against poverty	One home one garden initiatives	Distribution of seeds to households	
			Municipal support with municipal tractor to local	Number of Coop's Community Gardens Ploughed	
	2. Job Creation	To promote sustainable livelihood.	Creation Of Work Opportunities through Expanded Public Works Programme and Community Works Programme.	Number of job opportunities created.	
	3. Tourism Development	To facilitate the promotion of tourism sector	Tourism promotion campaigns	Number of tourism promotion campaigns	
			Municipal gatherings and conferences held locally	Number of municipal gatherings and conferences held locally.	
			Support of local tourism community projects	Number of local tourism projects supported	

BASIC SERVICE DELIVERY

NATIONAL KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY					
GOAL	PRIORITY	OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
To improve access to basic services for all communities.	4. Revival and maintenance of existing infrastructure.	To maintain existing infrastructure	Development and implementation of an asset maintenance and rehabilitation plan.	Maintenance of gravel roads	Technical Services
				Maintenance of public facilities	
	5. Expanding infrastructure.	To ensure investment on infrastructure development and service delivery	Provision of road infrastructure	Km of access Access Road developed	
				Number of causeways developed	
			Facilitating Access to Water	Number of new household connections	
			Facilitating Access to Electricity	Households provided with free basic electricity	
	6. To promote social cohesion.	To promote social cohesion through the provision of sustainable social amenities.	Construction of new community facilities	Number of new community facilities constructed.	

	7. Ensuring sustainable service delivery.	To advance and facilitate provision of sustainable and productive infrastructure	Waste Management provision.	Provision of waste services to businesses.	
			Provision of alternative energy	Number of households provided	
	8. Facilitating infrastructure provision.	(a) To Facilitate provision of Housing infrastructure	Rural Low Cost Housing Provision	Number of Units constructed	

Municipal Transformation and Institutional Development

NATIONAL KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					
GOAL	PRIORITY	OBJECTIVE	STR.	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
To ensure sustainable institutional capacity	9.Skills development	To ensure development of human capital	Development of a workplace skills plan	Date of approval of a workplace skills plan.	Corporate Services
			Report on the workplace skills plan submitted to LGSETA	Date of submission of the report on the workplace skills plan to LGSETA.	
			Officials capacitated in terms of the workplace skills plan	Number of municipal officials supported with skills development initiatives.	
			Councillors capacitated in terms of the workplace skills plan.	Number of municipal councillors supported with skills development initiatives	
		To ensure an approved staff establishment aligned to the IDP and budget	Creation of internship and learnership opportunities.	Number of internships and learnership opportunities	
				Number of finance interns appointed in accordance with FMG standards.	
		To promote a	S54(a) and	Date of adoption of the	

	10. Functional OPMS	culture of performance and accountability	Section 56 Performance Agreements and SDBIP.	SDBIP.	Office of the Municipal Manager
				Number of quarterly performance reviews aligned to the SDBIP.	
				Number of performance agreements signed. And submitted to COGTA MEC	
			Development of the Organizational Performance Management System (OPMS)	OPMS Framework	
				Submission of performance information to AG	
NATIONAL KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					
PRIORITY	OBJECTIVE	STR	KEY PERFORMANCE INDICATOR	RESPONSIBILITY	
11. Development and review of critical HR policies	To ensure an effective Human resource management system	Workshop on HR policies and procedures	staff workshop on HR policies and procedures		

Financial Viability and I Management

NATIONAL KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT					
GOAL	PRIORITY	OBJECTIVE	STRATE GIES	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
Sustainable Financial Viability	17.Debt reduction	To ensure sound and effective financial management	Budgeting and Reporting	Timeous adoption of the municipal budget process plan.	Treasury
				Timeous Adoption of the municipal budget.	
				Audit files submitted to AG	
			Expenditure Control	Reduce turnaround time to award tenders	
				Update supplier database	
			Revenue Enhancement	Adoption of the revenue enhancement strategy	
				Percentage decrease in	

				debtors	
				percentage increase in rates collected .	
				Approved supplementary valuation roll.	
				Reviewed and published property rates bylaws	
	18. Operation clean audit	To ensure adherence to clean audit objectives	Asset management	Insurance of municipal assets.	
				Asset management report.	

Good Governance and Public Participation

NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
GOAL	PRIORITY	OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
	12.To ensure community participation in development	To ensure alignment and integration of strategies, programmes and projects	IDP Development	Date of adoption of the IDP and budget process plan.	Office of the municipal manager.
		To promote tolerance, perseverance and participation in development	IDP Development	Date of adoption of the IDP	
			Implementation of the IDP process plan	Number of IDP Representative Forums held.	
			Ensuring People centred approach in development	Number of IDP Roadshows conducted.	
			Improved functionality of Ward Committees	Number of Mayoral Izimbizo held.	
		To ensure the promotion of Batho Pele principles	Improved functionality of Ward Committees	Number of fully functional ward committees	
			Publish Municipal Newsletters	Number of municipal newsletters published.	
	13. To Promote social cohesion	To promote social cohesion through the provision support for ancillary social programmes	Sport and recreation activities	Number of sport and recreation activities held.	
			Cultural activities held.	Number of cultural activities held.	
			Youth activities held.	Number of youth activities held.	

	14. To promote the upliftment of vulnerable groups.	To promote human rights and social upliftment of vulnerable groups	HIV/AIDS awareness campaigns	Number of HIV/AIDS awareness campaigns held.	
			Drug and substance abuse awareness campaigns.	Number of drug and substance abuse awareness campaigns held.	
			Facilitate gender equity (and other previously marginalized groups) programmes	Number of gender equity programmes held.	
		NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
	OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATOR	RESPONSIBILITY	Office of the municipal manager.
	To provide financial and material assistance to learners.	To assist learners with the payment of tertiary registration fees.	Number of learners assisted with payment of tertiary registration fees.		
		Conduct dress a child campaigns.	Number of dress a child campaigns conducted.		
		To assist the youth in obtaining drivers licences.	Number of persons assisted with drivers licences.		
	15. To promote annual reporting and oversight.	To promote a culture of performance and accountability	Submission of the draft annual report and financial statements to AG.	Date of submission of the draft annual report and financial statements to AG	
			Tabling of the annual report to council.	Date of the tabling of the annual report.	
			Adoption of the oversight report by council	Date of adoption of the oversight report and approval of the annual report.	
	16. To promote the functionality of the internal audit unit.	To ensure functional oversight committees.	Submission of four quarterly reports to audit committee and MPAC	Number of reports submitted to audit committee and MPAC	
Audit plan			Annual audit plan developed		
Audit committee meetings			Quarterly audit committee meetings held		

Cross Cutting Interventions

NATIONAL KEY PERFORMANCE AREA: CROSS CUTTING INTERVENTIONS					
GOAL	PRIORITY	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
To create a sustainable physical environment	19. Spatial Equity	To create a sustainable physical Environment	Disaster management plan	Date of adoption of the disaster management plan	Corporate Services
			Disaster management awareness campaigns	Number of disaster management awareness campaigns.	

8.3.7 IDP and budget alignment

The table below indicates how the municipality's budget has been allocated according to the six provincial KPA and how this further aligns to the strategic objectives of the province.

NATIONAL KPA	2013/2014 BUDGET	2014/2015 BUDGET	PGDS STRATEGIC OBJECTIVE
Local Economic Development	1,000	1,053	Job Creation
	38,803	42,486	
Financial Viability and management	2,540	2,734	Governance and policy
Municipal Transformation and institutional development	31,697	38,182	Human resource development Human and community development
	–	200	
Basic service delivery	18,109	16,538	Strategic infrastructure
Good Governance and Public Participation	400	450	Governance and policy
Cross Cutting Interventions	400	425	Responses to climate change
	100	200	
	–	300	Spatial equity

STRATEGIC MAPPING

INTENDED FUTURE LAND USES

CONSERVATION AREAS

It is critical for the development of a sustainable Spatial Development Framework to identify environmentally sensitive areas in order to direct and manage intensive development away from such areas. The Ezingoleni Spatial Development Framework considers both formally registered conservation areas as well as additional potential/future conservation worthy areas.

Areas of environmental concern include the following:

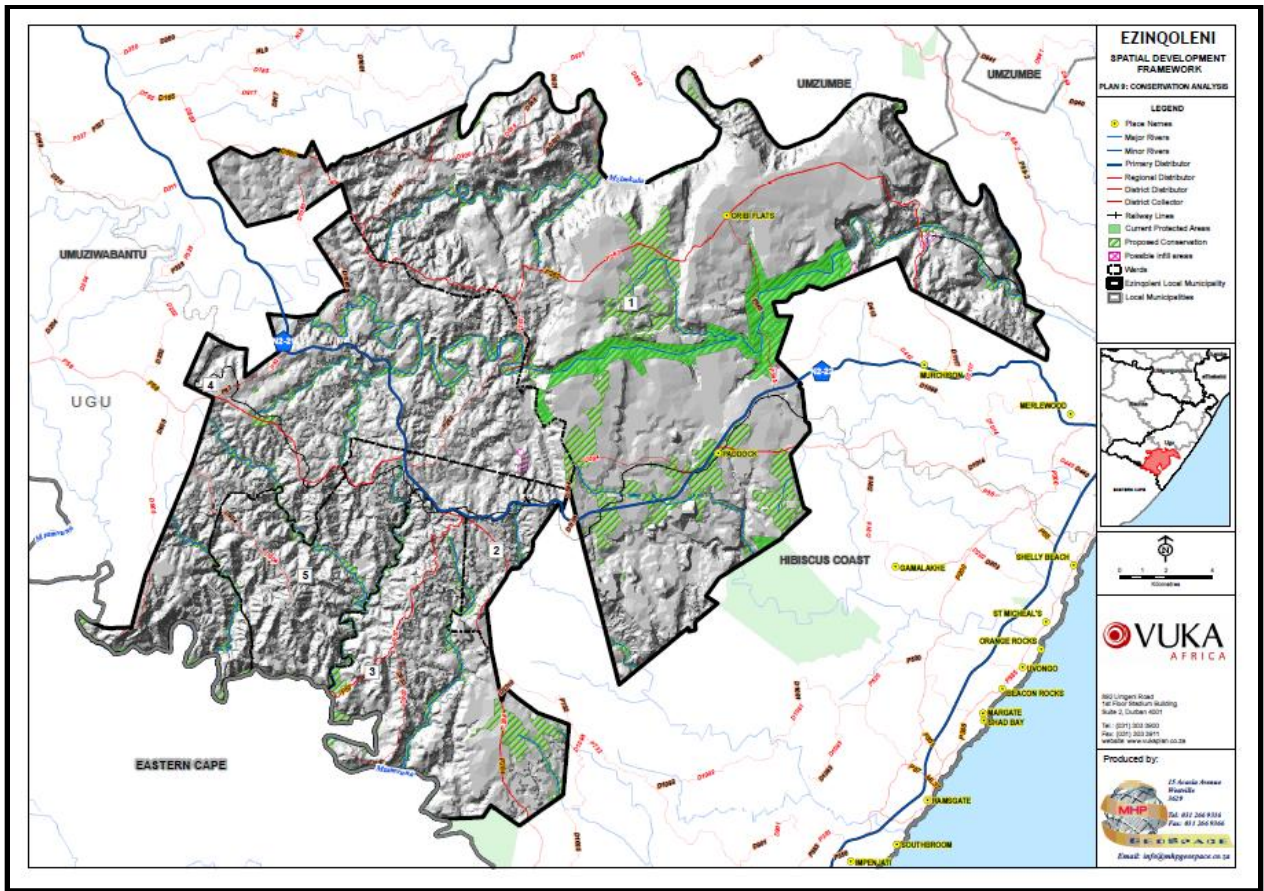
- Wetlands and watercourses,
- Areas prone to soil erosion,
- steep slopes,
- archaeological sites and
- tourism assets

In general the following areas were identified as future conservation areas.

- All formally registered Nature Reserves.
- All river and stream areas, Wetlands & Dams in excess of 1 Ha with a 30m buffer around the boundary.
- Riverine buffer areas. A conceptual buffer of 30m from centreline was utilised.
- Selected slope areas that is intersected by rivers.
- Indigenous forests.

The map below outlines various riverine areas distributed throughout the municipality. The best known natural asset within Ezingoleni is the Oribi Gorge. On the southern and south-eastern borders of the municipality, are two reserves demarcated within the Hibiscus Coast Municipality. The Mbumbazi reserve protrudes into Ezingoleni, and therefore also presents economic opportunities to be exploited by Ezingoleni. The Umtamvuna Reserve only borders the Ezingoleni LM in the South.

There are also a high number of rivers and gorges providing pristine aesthetic environments throughout the municipality.



Map 26: Conservation Areas

AGRICULTURAL AREAS

When considering the identification of potential future agricultural land, the KwaZulu-Natal Department of Co-operative Governance and Traditional Affairs' Spatial Planning Guidelines for the Cultural Heritage Interpretation (KZN DCoGTA, July 2009f) proposes that the potential of soils for agricultural production as well as the availability of water principally affect agricultural production. As described below, the Cedara database of high value agricultural land represents a culmination between soil potential and geological conditions and the resulting high and good potential agricultural land, which occurs within the Ezinqoleni municipality (and is not yet utilised for agricultural purposes) has been identified as potential future agricultural land. As part the identification process, areas utilised for settlements and steep slopes have been excluded from the analysis. Water availability for agricultural purposes is however more difficult to determine as part of the SDF process.

The intension is to identify and to distinguish between cultivated land (commercial and subsistence) as well as high Potential Agricultural Land, which gives input into the identification of future expansion of agricultural activities.

Ezinqoleni is an area with high agricultural potential especially in the eastern regions surrounding Paddock and Oribi Flats, where a large number of commercial farms are settled. Possibly due to the abundance of water in the area, the Oribi Gorge and the adjacent areas are also demarcated to have high potential agricultural land. Although the soil capabilities might be conducive to agriculture, the steep slopes do not allow for agricultural activities. This land is also protected through a formal conservancy and can therefore not be utilised for agriculture.

The north-western part of the municipality does not have much agricultural potential, which could mainly be ascribed to the high number of steep slopes within this area, which results in small pockets of subsistence agricultural activities. Due to the limited size and occurrence of these agricultural activities, this area is not earmarked in the SDF as an agricultural viable area.

The population numbers are also very limited in these regions, which relates to the limited presence of subsistence farming in this area. On the other hand, the land use south of Moguntia is characterized mainly by subsistence farming, as the largest population groupings of the municipality are situated within this area.

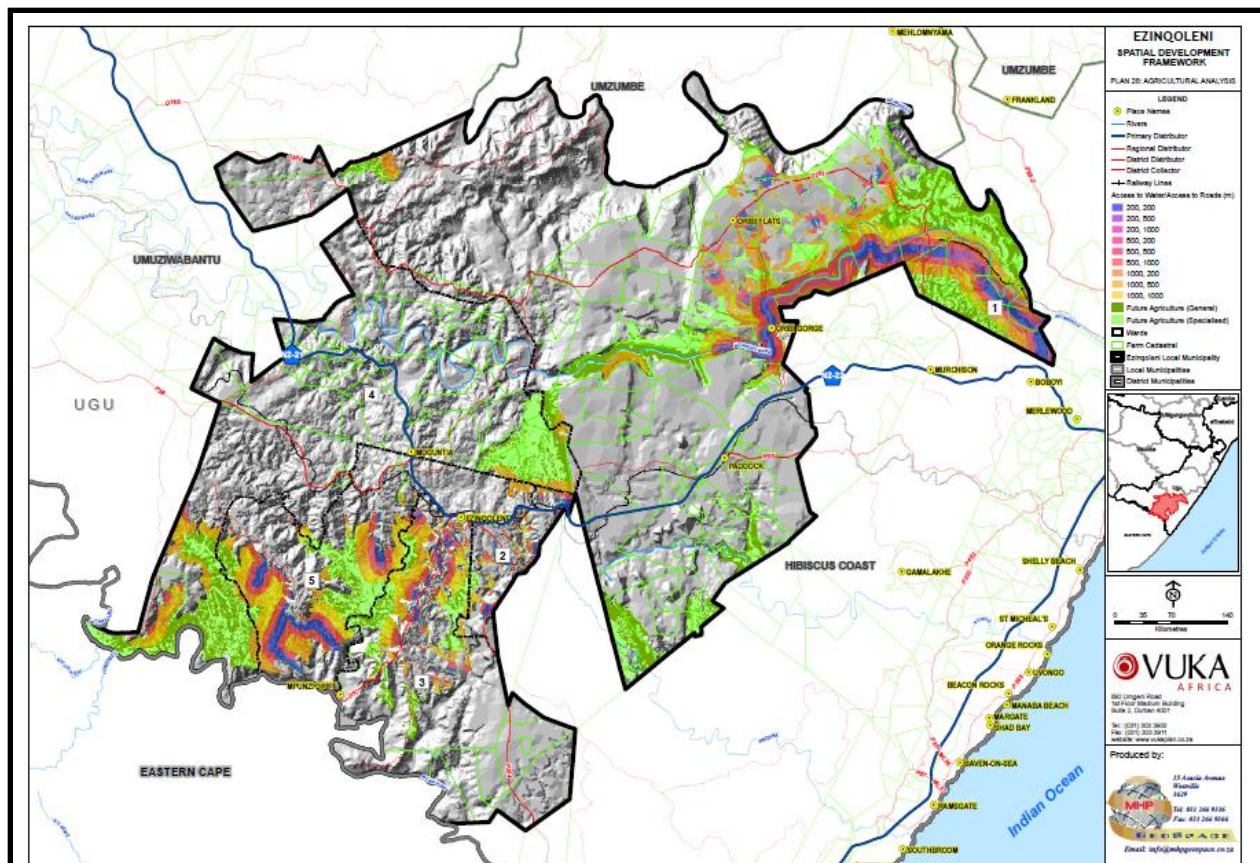
Agricultural expansion will be focused on the scattered high potential agricultural areas directly south of Ezinqoleni, as well as a large portion of high potential agricultural land situated in the eastern portion of ward 4. The far eastern part of the municipality near Boboyi (Hibiscus Coast) could also be targeted for agricultural expansion, keeping in mind that a large part thereof will be included in the Oribi Gorge nature reserve.

The agricultural potential areas were identified through a combination of the following criteria:

- High Potential Agricultural Land of areas larger than 20 Ha,
- Good Potential Agricultural Land of areas larger than 20 Ha,
- Intensive and Extensive Agricultural Activities larger than 20 Ha,
- Cultivated land larger than 20 Ha,

The criteria of 20Ha were used, as the Department of Agriculture does not consider anything less than 20 ha as a viable unit. Subdivisions less than 20ha will therefore not be allowed.

The PSEDS depicts that the north-western part of Ezinqoleni can play a significant role in the provincial agricultural sector. This is on contrast with the land potential analysis evident in the map below.



Map 27: Agricultural Areas

COMMERCIAL AGRICULTURE

The following Regions of Commercial Agriculture is identified and outlined below

Between Umzimkulu and Traditional Authority areas of Umuziwabantu and Ezingqoleni

This band of agricultural land is on either side of the N2 and is bounded by Traditional authority land and conservation areas along both rivers. Much of the land in this region of Ugu is of relatively high land capability and should be maintained. The predominant agricultural enterprises in this region of Ezingqoleni are forestry and sugarcane.

Traditional Settlement and Agricultural Practices

The agricultural practices within the Traditional Settlement areas of Ugu are diversified with many households producing food for subsistence purposes. Due to the often large degree of transformation of these areas in terms of grazing cover as well as institutional factors, grazing capacity and other resource constraints limit the extent to which livestock as well as farming could be expanded.

RESIDENTIAL AREAS

Ezingolweni TA area

Ezingolweni has three tribal authority areas namely Vukuzithate, Nkumbini, and the Qinselani - Manyuswa Tribal Authority. This TA area comprises most of the LM area. The major settlements in the area are Ezingolweni Village, which is a large and reasonably dense settlement.

The Formal Residential areas include mostly the existing urban areas and some of the non-urban areas that have levels of cadastral certainty. These areas will be subjected to relatively little planning intervention, which will comprise essentially of maintenance activities.

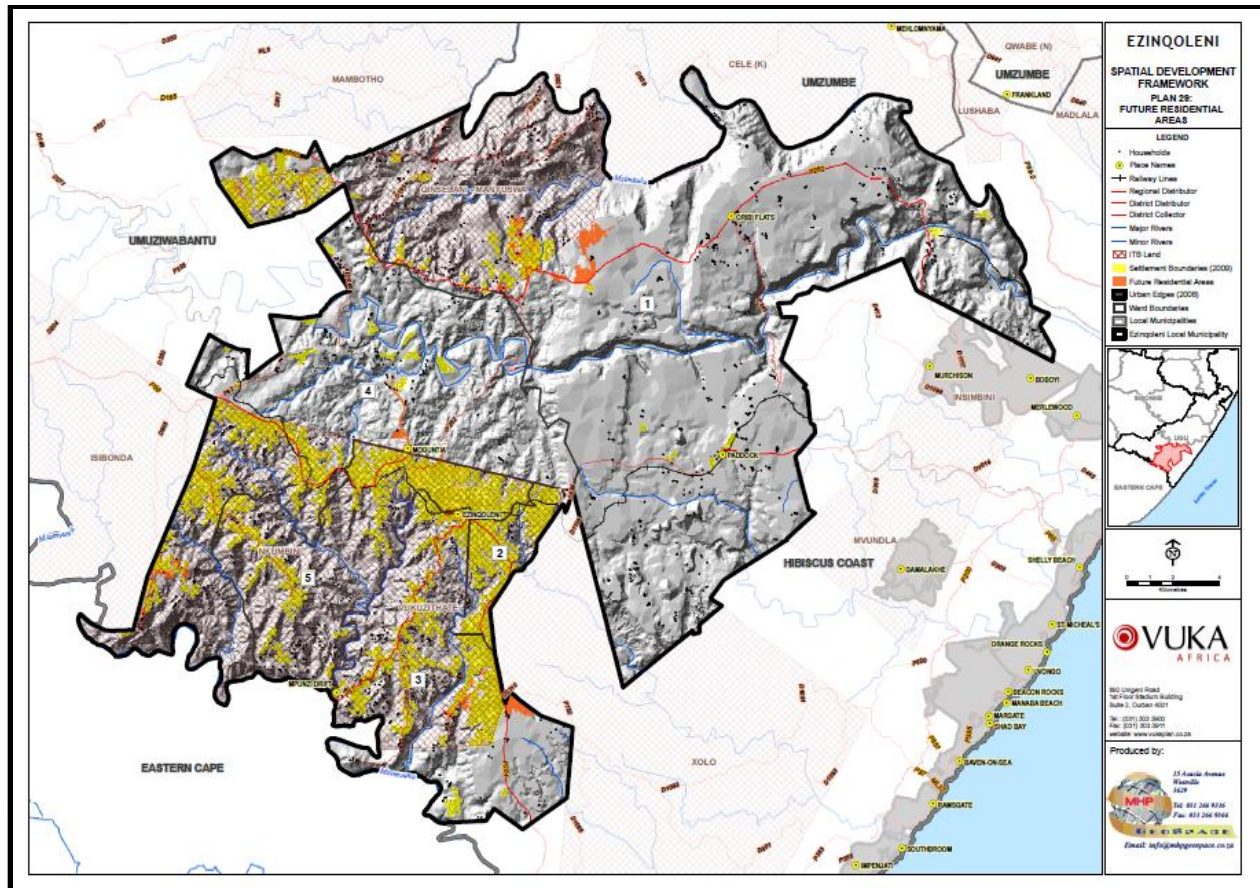
As most of the existing formal areas are well provided with all required services, only those few areas needing infrastructure improvement will fall into the “Improvement” Category.

All new residential areas, regardless of income level targeting, will be demarcated as “NEW” areas. These will occur in the form of small-scale “Infill” and large-scale “Greenfields development. New development will be encouraged to consolidate and integrate with existing development to create compact clusters of linear towns, and so avoid sprawl and leap-frogging. It is therefore suggested that the densities within areas demarcated on the SDF as “**Existing Residential**” be increased systematically.

Most of the “informal” residential areas, within and outside of Traditional Authority boundaries and adjacent or close to existing formal urban areas will be subject to various levels of improvement that, depending on the context will include:

- Cadastral Formalization
- In situ upgrading
- Densification

Please refer to Future Residential Areas map below for a depiction of proposed residential expansion areas.



Map 28: Future Residential Areas

The population of Ezingqoleni is largely settled in the area south of Moguntia, with the highest concentration of people around Ezingqoleni and the eastern boundaries of wards 2 and 3. There is also a large concentration of people in the far north-western part of the municipality (west part of Ward 1) next to the D860, and a smaller concentration in ward 1 Directly North of Moguntia. Paddock will also present opportunities for infill development & residential expansion due to its accessibility from the N2 route, as well as proposed economic developments.

The remainder of the municipality, which consists of the larger parts of Wards 1 and 4, has scattered rural settlements where further development should be discouraged.

Not many settlements have potential for expansion, as this would constitute leapfrog development. The largest areas available for development, and in close proximity to existing residential areas, are within the development north of Moguntia in Ward 1. The southern parts of ward 3 close to the P284 Road, also offers potential for residential expansion.

Although it seems as if there are many areas for development, it will constitute urban sprawl, which needs to be avoided. Where possible future residential areas are identified, densification opportunities must first be explored before expansion may continue.

Infill development and compact residential areas is preferable over wide expanding residential areas. This allows for more cost effective implementation of infrastructure.

The reasoning behind identification of land in excess of 25ha for residential infill is that department of housing does seldom, if ever, fund projects less than 100 units. Traditional standards for erf sizes are 2,500m² which is large enough to accommodate the traditional extended families. These portions of land also need to be situated in close proximity to current settlements with existing infrastructure, or in an area where the new development will create densities in the existing settlement which will justify the provision of services.

The table below depicts projects that have been implemented with the municipality and those still to be implemented in the 2015/2016 IDP. It must be kept in mind that human settlement entails more than just provision of housing. The following projects address the social amenities necessary to develop sustainable human settlements.

Table Housing Projects implemented

Sector	Source	Project	Ward
Housing	Ezingoleni LM Housing Strategy (2008/09)	<ul style="list-style-type: none"> ● KwaMthimude Rural Housing Project - Celebane 300 Subsidies ● KwaMthimude Rural Housing Project - Godloza 300 Subsidies ● KwaMthimude Rural Housing Project - Ndunu 300 Subsidies ● KwaMthimude Rural Housing Project Mlozane - 500 Subsidies ● New Developments - 600 Subsidies ● Status Unknown - KwaNyuswa Rural Housing Project (1,000 Subsidies) - Mahlabathini-527 ● Status Unknown - KwaNyuswa Rural Housing Project (1,000 Subsidies) - Thonjeni-527 ● Themba Missionary - 13 Subsidies ● Vukuzithathe Rural housing Project - Dlovinga 400 Subsidies ● Vukuzithathe Rural housing Project - Mbeni 582 Subsidies ● Vukuzithathe Rural housing Project - Nkulu 583 Subsidies ● Vukuzithathe Rural housing Project - Shobashobane 400 Subsidies ● Waste Management 	

		<ul style="list-style-type: none"> ● 6000 Housing units to be implemented ● Vukuzithathe phase 3: 2000 units ● KwaNyuswa phase 2: 2000 units ● Mthimude phase 2: 2000 units 	
Infrastructure provision	Ezingolweni Infrastructure Assessment 2007 for Ezingolweni Development Project (Specific Project Area Unknown)	<ul style="list-style-type: none"> ○ km distribution roads - parallel to the N2 terminating at the interchanges northern side of the project area. ● 1800 mm of 90 mm diameter, class 9, uPVC gravity main reticulation pipeline from the Reservoir into the project area ● 200 m of 90 mm diameter, class 12, uPVC pipeline from Ezingolweni bulk supply pipeline to proposed Reservoir. ● 2500 mm of 75 to 50 mm diameter, class 10, HDPE reticulation pipelines ● 4 km ring minor access road along boundary of the project area 	

INDUSTRY

At present the only industrial area of note within the Ugu District Municipality is Marburg offering some 200 ha of industrial space which is nearly fully developed. Other small industrial areas and plants throughout the District doubles this area. Industrial land in Ugu is therefore limited and does not allow for the expansion of this sector. In order to improve levels of employment in the District this sector will have to be expanded.

MANUFACTURING SMME SUPPORT

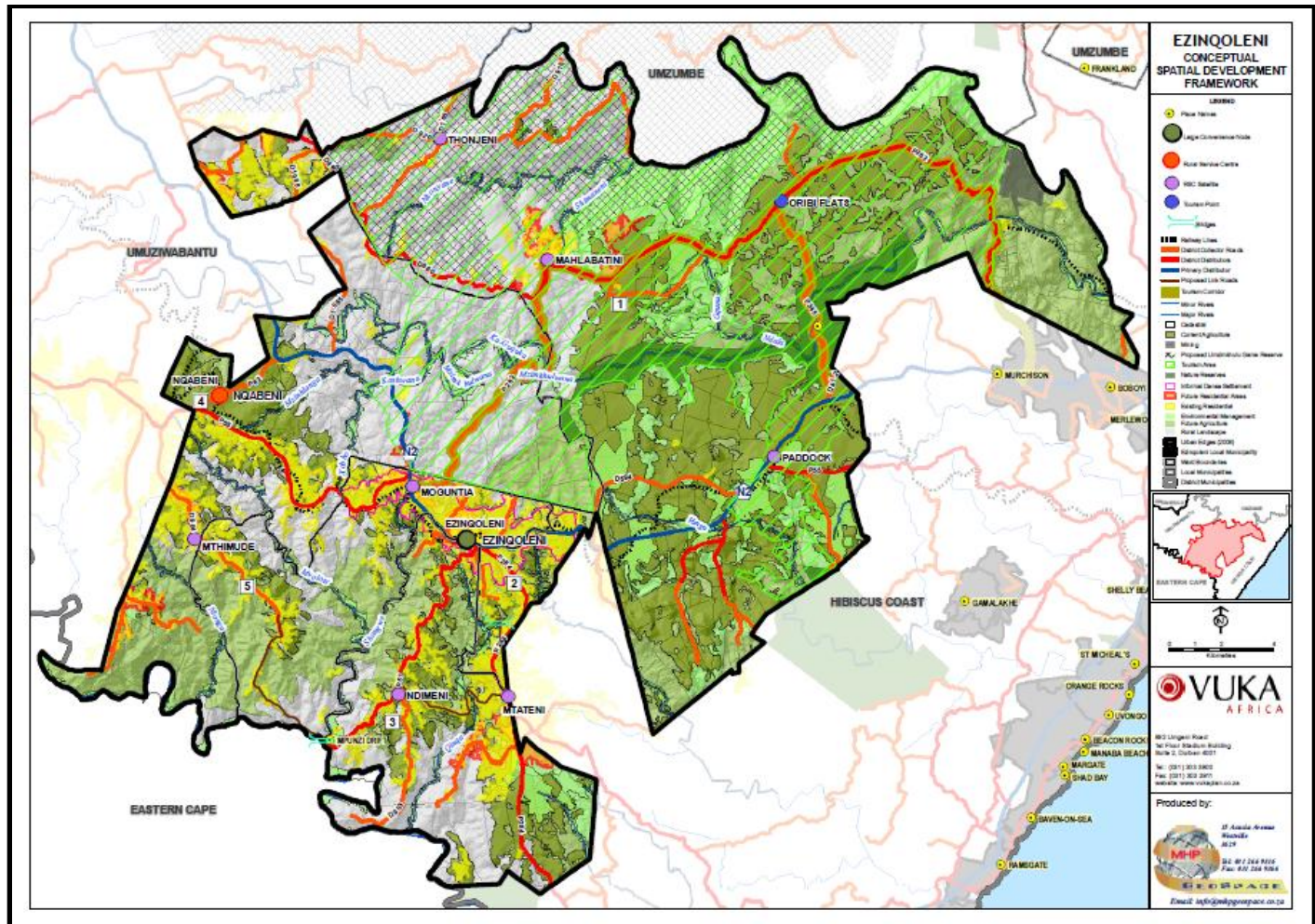
The development of major industrial areas in rural municipalities is not encouraged; however, it is important that provision be made for supporting the establishment and growth of existing and future manufacturing SMMEs. To this end nodal development plans should provide land for the establishment of manufacturing cluster developments or incubation centres. The continued nurturing of small manufacturing SMMEs will be key to the sustainability and impact of the sector. Lack of access to appropriately service space is often a major constraint for small industries.

It is proposed that such support be planned for and provided in Ezingolweni.

TOURISM

Although not a land use as such tourism development impact substantially on land use in the District as a whole. In broad terms the following guidelines relating to the spatial development of tourism should be considered:

- **New resort developments:** Resort type developments should be integrated with existing urban structure and should not be allowed to “leapfrog”. These types of developments should contribute to the sustainable use of existing tourism facilities and infrastructure.
- **Nature based tourism:** Nature based tourism in the District is undeveloped and the focus is generally on conservation, as opposed to a focus on tourism development. Each conservation area in the District must be assessed in terms of the potential contribution thereof to the tourism product of the region. Ezemvelo KZN Wildlife has already developed reserve management plans for a number of the larger reserves they are responsible for.
- **Adventure Tourism:** Adventure tourism is already an important draw card for the Ugu District, but to date the focus has been on coastal adventure tourism activities such as diving, fishing and related water sports. Suitable areas for the development of adventure sport clusters in Ezinqoleni must be identified. Criteria for the identification of such areas will include (1) scenic beauty, (2) accessibility using major road infrastructure, (3) availability of appropriate natural attributes, (4) the presence of individuals or groups that would want to engage in this sector etc. Such opportunity areas should be identified in more detailed tourism sector planning.
- **Cultural & Heritage Tourism:** The KwaZulu-Natal Department of Co-operative Governance and Traditional Affairs’ Spatial Planning Guidelines for the Cultural Heritage Interpretation (KZN DCoGTA, July 2009e), identifies various heritage resources in line with the KwaZulu-Natal Heritage Act No 10 of 1997. These include: Heritage Landmarks, Provincial Landmarks, Heritage Objects, Heritage Conservancies and Sensitive Sites any and all of which may be afforded Provisional Protection or included on a Heritage Register. Although a Heritage Register was not available during the SDF formulation, it is proposed that such a register be developed to allow for future planning involving these sites and upgrading of access to them.



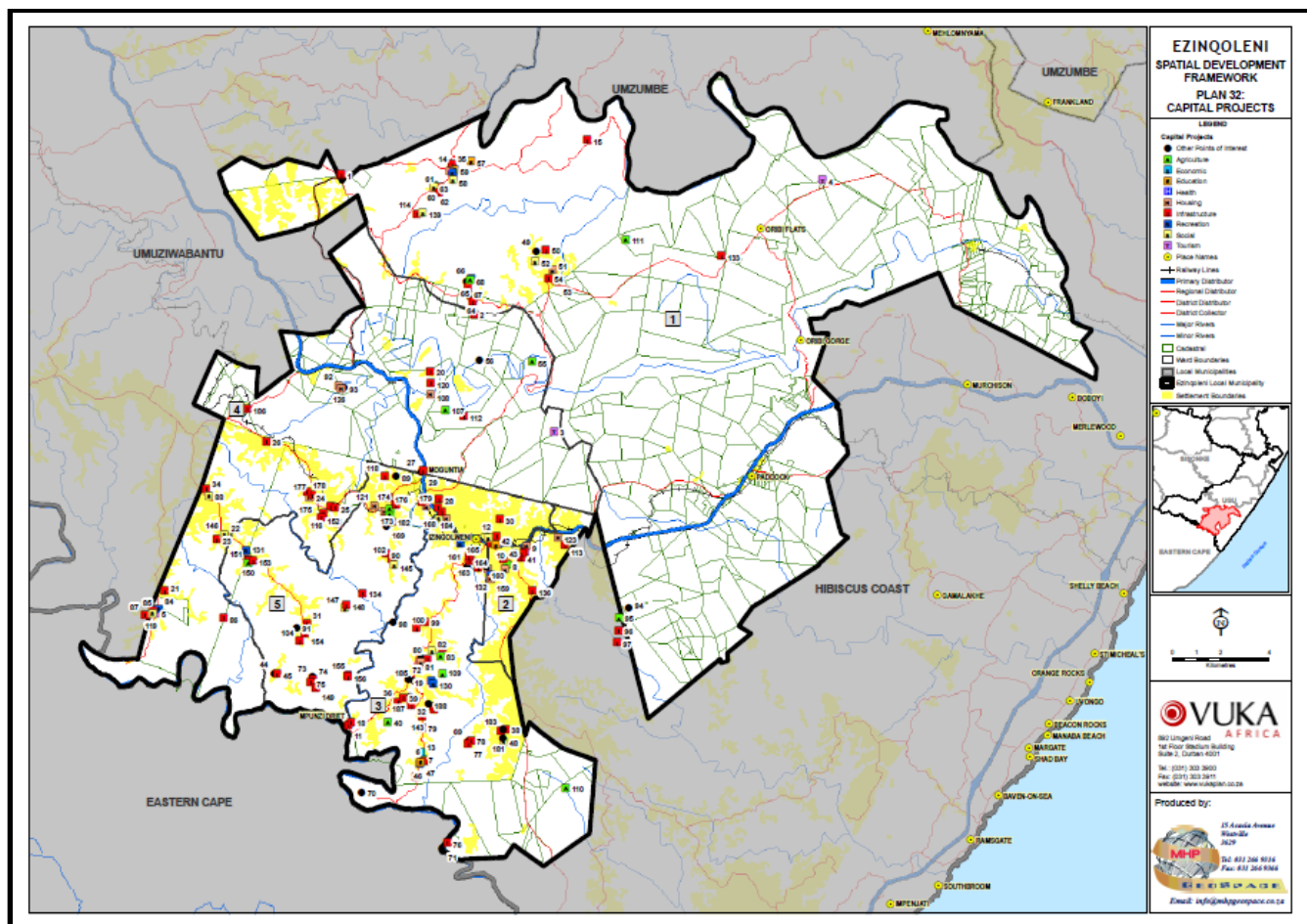
Map 30: Spatial Development Framework

CAPITAL INVESTMENT FRAMEWORK

As it was mentioned before, that the idea of Cooperative governance is based on the reciprocal obligation of spheres of government to trust, support and assist one another in coordinating service delivery to communities. The capital investment framework below vividly outlines the need for all three spheres of government to work closely together in meeting service delivery needs of the community.

The objectives of the Capital Investment Framework can be summarized as follows:

- To link capital projects with potential sources of funding;
- To make sure there are staff and services providers to deliver on projects that are funded;
- To strive to ensure appropriate budget - IDP linkages; and
- To provide practical and appropriate alignment regarding capital investment



Map 29; Capital Projects

In order for the practicality of the capital investment framework to be realized, the following needs to be outlined.

- total investment costs
- potential sources of funding
- responsible agency for implementation
- phased annual capital expenditure
- total operation/ maintenance costs required for capital investment.

Due to Ezingqoleni LM capacity constraint issues, as there are not GIS facilities in the municipalities, the CIF is not spatial mapped and mapping will occur once the merger with HCM is finalized.

Capital Investment Analysis

Ezinqoleni municipality's draft capital Investment Plan highlights four strategic focus areas and associated capital costs. These are further grouped according to the National KPA areas. They are:

Basic Service Delivery

1. Corridor Development with emphasis on:

- Roads and Transportation : R77 176 336.00

2. Service and Social Infrastructure with emphasis on:

- Water services and management: R 63 704 000.00
- Sanitation R 63 254 333.00
- Health Services R 76 000 000.00 (Social Development)
- Sports, Recreation and Community Facilities R 11 258 000.00

1. Continuum of Housing/Human Settlement: R 2 969 981.00

Local Economic Development

4. Unlocking Economic Potential: R 9 534 000.00

Cross Cutting Interventions

5. Sustaining the natural and built environment R1500 000.00

IDP and CIF Alignment

The table below aligns the National KPAs with the strategic objectives of the capital investment framework and the objectives of the IDP.

National KPA	Capital Investment Strategic Objective	Alignment with IDP objectives
Basic Service Delivery	CORRIDOR DEVELOPMENT	To maintain existing infrastructure.
		To ensure investment on infrastructure development and service delivery.
	SUSTAINABLE HUMAN SETTLEMENTS	To facilitate the provision of housing infrastructure.
	SPORT, RECREATION & COMMUNITY FACILITIES	To promote social cohesion through the provision of support for ancillary social programmes

Local Economic and Social Development	PROTECTION OF AGRICULTURAL LAND	To promote and enhance the fight against poverty
	UNLOCKING ECONOMIC POTENTIAL	To create an enabling environment for sustainable local economic development
	EDUCATION AND SKILLS DEVELOPMENT	Skills development
Cross Cutting Interventions	SUSTAINING THE NATURAL AND BUILT ENVIRONMENT	To create a sustainable physical environment

- Basic Service Delivery and Cross Cutting Interventions

PROGRAMME/PROJECTS					PHASED ANNUAL INVESTMENTS COSTS			FUNDING		
NUMBER	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2015/16	2016/17	CAP COSTS	OPERATION & MAINT COST	GOVERNMENT SOURCE OF FUNDING
S1: SUSTAINING THE NATURAL AND BUILT ENVIRONMENT					R 1,500,000.00	R -	R -	R 1,185,000.00	R 315,000.00	
			Ugu District EMF	All	R 1,500,000.00	R -	R -	R 1,185,000.00	R 315,000.00	
S2: CORRIDOR DEVELOPMENT					R 77,176,336.00	R 15,435,267.20	R 15,435,267.20	R 60,969,305.44	R 16,207,030.56	
			ROADS		R 77,176,336.00	R 15,435,267.20	R 15,435,267.20	R 60,969,305.44	R 16,207,030.56	
			New Gravel Road	Various	R 8,086,000.00	R 1,617,200.00	R 1,617,200.00	R 6,387,940.00	R 1,698,060.00	
			New Causeway	Various	R 3,830,000.00	R 766,000.00	R 766,000.00	R 3,025,700.00	R 804,300.00	
			Concrete Road	Various	R 8,800,000.00	R 1,760,000.00	R 1,760,000.00	R 6,952,000.00	R 1,848,000.00	
			Guardrail Repairs	Various	R 2,700,000.00	R 540,000.00	R 540,000.00	R 2,133,000.00	R 567,000.00	
			Road Marking and Studs	Various	R 3,000,000.00	R 600,000.00	R 600,000.00	R 2,370,000.00	R 630,000.00	
			Blacktop Patching	Various	R 14,698,000.00	R 2,939,600.00	R 2,939,600.00	R 11,611,420.00	R 3,086,580.00	
			Routine Maintenance of Regulatory signs/warning signs	Various	R 200,000.00	R 40,000.00	R 40,000.00	R 158,000.00	R 42,000.00	DoT
			Routine Maintenance-Blading	Various	R 3,400,000.00	R 680,000.00	R 680,000.00	R 2,686,000.00	R 714,000.00	DoT
PROGRAMME/PROJECTS					FUNDING					

Number	ANNEXURE	PRIORITY		LOCATI ON	TOTAL ESTIMATE D COST	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
			Routine Maintenance	Various	R 6,400,000.00	R 1,280,000.00	R 1,280,000.00	R 5,056,000.00	R 1,344,000.00	DoT
			Patch Gravelling	Various	R 2,104,336.00	R 420,867.20	R 420,867.20	R 1,662,425.44	R 441,910.56	DoT
			Re-gravelling	Various	R 19,700,000.00	R 3,940,000.00	R 3,940,000.00	R 15,563,000.00	R 4,137,000.00	DoT
			Construction of Headwalls	Various	R 1,500,000.00	R 300,000.00	R 300,000.00	R 1,185,000.00	R 315,000.00	DoT
			Special Maintenance	Various	R 2,758,000.00	R 551,600.00	R 551,600.00	R 2,178,820.00	R 579,180.00	DoT
S3: CONTINUUM OF SUSTAINABLE HUMAN SETTLEMENTS					R 2,969,981.00	R 541,880.50	R 576,430.50	R 2,346,284.99	R 623,696.01	
			HOUSING AND HUMAN SETTLEME NT		R 2,969,981.00	R 541,880.50	R 576,430.50	R 2,346,284.99	R 623,696.01	
			KwaVukuzith a Rural Housing Project		R 75,581.00	R 26,200.50	R 26,200.50	R 59,708.99	R 15,872.01	DoH
			Mthimude Rural Housing Project		R 74,810.00	R 9,150.00	R 43,700.00	R 59,099.90	R 15,710.10	DoH
			KwaNyuswa Rural Housing Project	Ward 1	R 2,819,590.00	R 506,530.00	R 506,530.00	R 2,227,476.10	R 592,113.90	DoH
S5: SERVICE AND SOCIAL INFRASTRUCTURE					R 248,564,333.0 0	R 39,224,666.6 0	R 39,224,666.60	R 196,365,823.0 7	R 52,198,509.93	
			WATER SERVICES AND MANAGEM ENT		R 63,704,000.00	R 8,957,800.00	R 8,957,800.00	R 50,326,160.00	R 13,377,840.00	
			KwaNyuswa Water Scheme Phase 3		R 13,333,500.00	R 2,666,700.00	R 2,666,700.00	R 10,533,465.00	R 2,800,035.00	Ugu DM
PROGRAMME/PROJECTS					FUNDING					

Number	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
				Umtamvuna Water Works	R 11,855,500.00	R 2,371,100.00	R 2,371,100.00	R 9,365,845.00	R 2,489,655.00	Ugu DM
				Ezingoleni Bulk Water Extension Phase 2	R 5,000,000.00	R 1,000,000.00	R 1,000,000.00	R 3,950,000.00	R 1,050,000.00	Ugu DM
				Ezingoleni Bulk Water Extension Phase 3	R 12,610,000.00	R -	R -	R 9,961,900.00	R 2,648,100.00	MIG
				Mabheleni East Water Project	R 6,305,000.00	R -	R -	R 4,980,950.00	R 1,324,050.00	MIG
				Izingoleni Water Supply Project Shoba/Mdlazi Wards	R 5,200,000.00	R 1,040,000.00	R 1,040,000.00	R 4,108,000.00	R 1,092,000.00	DWA
				Isimahla Water Supply & Rectification W3	R 3,400,000.00	R 680,000.00	R 680,000.00	R 2,686,000.00	R 714,000.00	DWA
				Kwacele water supply	R 6,000,000.00	R 1,200,000.00	R 1,200,000.00	R 4,740,000.00	R 1,260,000.00	DWA
				SANITATION	R 63,254,333.00	R 7,606,866.60	R 7,606,866.60	R 49,970,923.07	R 13,283,409.93	
				Umbango Sewer pipeline replacement	R 18,915,000.00	R -	R -	R 14,942,850.00	R 3,972,150.00	MIG
				Ezingoleni VIPs	R 6,305,000.00	R -	R -	R 4,980,950.00	R 1,324,050.00	MIG
				Ezingoleni Sanitation Project Phase 2	R 38,034,333.00	R 7,606,866.60	R 7,606,866.60	R 30,047,123.07	R 7,987,209.93	DWA
PROGRAMME/PROJECTS					FUNDING					
Number	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
				ENERGY	R 15,200,000.00	R 3,040,000.00	R 3,040,000.00	R 12,008,000.00	R 3,192,000.00	

			Electrification infrastructure		R 15,200,000.00	R 3,040,000.00	R 3,040,000.00	R 12,008,000.00	R 3,192,000.00	
			Electrification	Ward 1,4 & 5	R 15,200,000.00	R 3,040,000.00	R 3,040,000.00	R 12,008,000.00	R 3,192,000.00	UGU
			SPORT, RECREATION & COMMUNITY FACILITIES		R 17,558,000.00	R 2,220,000.00	R 2,220,000.00	R 13,870,820.00	R 3,687,180.00	
			Community Halls		R 6,000,000.00	R 1,200,000.00	R 1,200,000.00	R 4,740,000.00	R 1,260,000.00	
			Wosiyane	Ward 1	R 3,000,000.00	R 600,000.00	R 600,000.00	R 2,370,000.00	R 630,000.00	Ezinqoleni
			Mbeni	Ward 2	R 3,000,000.00	R 600,000.00	R 600,000.00	R 2,370,000.00	R 630,000.00	Ezinqoleni
			Sports Facilities		R 11,400,000.00	R 1,020,000.00	R 1,020,000.00	R 9,006,000.00	R 2,394,000.00	
			Kwanyuswa Sports Center	Ward 1	R 3,000,000.00	R 600,000.00	R 600,000.00	R 2,370,000.00	R 630,000.00	Ezinqoleni
			Bhuka (Munga) Sports Field	Ward 6	R 2,100,000.00	R 420,000.00	R 420,000.00	R 1,659,000.00	R 441,000.00	Ezinqoleni
			Mpuzi Sports Field		R 3,100,000.00			R 2,449,000.00	R 651,000.00	MIG
			Dakane Sports Center		R 3,200,000.00			R 2,528,000.00	R 672,000.00	

● LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

PROGRAMME/PROJECTS					PHASED ANNUAL INVESTMENTS COSTS							FUNDING
Number	ANNEX	URE	PRIORI TY		LOCA TION	TOTAL ESTIMATE D COST	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING	
S4: PROTECTION OF AGRICULTURAL LAND						R 1,434,000.00						
			Horse shoe farm			R 434,000.00					DAEA	
			Land Reform Projctcs									
			Skhuthele Land Trust (Oribi Flats)- Sugarcane								DRDLR	
			Recapitalisa tion and Developmen t Projects			R 1,000,000.00						
			Boston- Sugarcane								DRDLR	
			Olympus- Sugarcane								DRDLR	
			Clothier- Recapitalisati on and Development			R 1,000,000.00					DRDLR	
S6: UNLOCKING ECONOMIC POTENTIAL						R 9,534,000.00	R 7,531,860.00	R 2,002,140.00				
			Tea Tree Farming Venture	ALL		R 6,152,000.00	R 4,860,080.00	R 1,291,920.00	COGTA			
			LED Stratgegy	ALL		R 400,000.00	R 316,000.00	R 84,000.00	COGTA			

PROGRAMME/PROJECTS								
Number	ANNEX URE	PRIORI TY		LOCA TION	TOTAL ESTIMATE D COST	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
			Village Landscaping, Community Park, Street Lighting, Trade Centre, Public Toilets	ALL	R 2,482,000.00	R 1,960,780.00	R 521,220.00	
			LED Awareness and Capacity Building	ALL	R 500,000.00	R 395,000.00	R 105,000.00	DED
			HEALTH SERVICES		R 76,000,000.00	R 60,040,000.00	R 15,960,000.00	
			New Clinics		R 54,000,000.00	R 42,660,000.00	R 11,340,000.00	
			Kwa Nikwe		R 18,000,000.00	R 14,220,000.00	R 3,780,000.00	Dep Of Health
			Mdlazi		R 18,000,000.00	R 14,220,000.00	R 3,780,000.00	Dep Of Health
			Thorndale Mahlabathini		R 18,000,000.00	R 14,220,000.00	R 3,780,000.00	Dep Of Health
			Maternal Obstetric Units		R 22,000,000.00	R 17,380,000.00	R 4,620,000.00	
			Izingolweni		R 22,000,000.00	R 17,380,000.00	R 4,620,000.00	Dep Of Health
			EDUCATIO N AND SKILLS DEVELOP MENT		R 12,848,000.00	R 10,149,920.00	R 2,698,080.00	
			Various schools around the district		R 11,000,000.00	R 8,690,000.00	R 2,310,000.00	Dep. Of Public Works

PROGRAMME/PROJECTS								
Number	ANNEX URE	PRIORI TY		LOCA TION	TOTAL ESTIMATE D COST	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
			Internet at your library programme		R 1,848,000.00	R 1,459,920.00	R 388,080.00	DAC
			Recreation		R 158,000.00	R 124,820.00	R 33,180.00	
			Moral regeneration behavioral change campaign, Matron workshop. Love to live. Youth and women training	All	R 20,000.00	R 15,800.00	R 4,200.00	DAC
			Visual arts, craft and performing arts development	All	R 35,000.00	R 27,650.00	R 7,350.00	DAC
			Visual arts and craft and developmenr - Recycled material	All	R 3,000.00	R 2,370.00	R 630.00	DAC
			Support to Calender events	All	R 10,000.00	R 7,900.00	R 2,100.00	DAC
			Social Cohension	All	R 30,000.00	R 23,700.00	R 6,300.00	DAC
			Providing support to OSS field workers and arts and culture forum	All	R 10,000.00	R 7,900.00	R 2,100.00	DAC

			Distrit talent search	All	R 40,000.00	R 31,600.00	R 8,400.00	DAC
PROGRAMME/PROJECTS								
Number	ANNEX	URE	PRIORI	TY	LOCA	TION	TOTAL	ESTIMATE
							D COST	CAP COSTS
							OPERATIO	N AND
							MAINT	COST
							GOVERNMENT SOURCE OF FUNDING	
			Visual arts and craft development gender disability, Senior Citizen	All	R 10,000.00	R 7,900.00	R 2,100.00	DAC

IMPLEMENTATION PLAN

The purpose of this section is to outline implementation plan of the identified programmes and projects and also the sector involvement in support Ugu District Municipality to achieve its development goals as stated in the Integrated Development Plan. The involvement is represented in the programs and projects and responsible departments as outlined in the table below. The programs and projects by Government Departments and stakeholders are expressed in the Three to Five year financial plan. The programs lists are not detailed but a highlight of the key issues to be addressed by these entities at Program and projects level.

STAKEHOL DER	KPA	PROJECT / PROGRAM MES	TARGET	BUDGET	TIME FRAME					GEOGRAPHI CAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF HUMAN SETTLEMENT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	KwaVukuzith athe Rural Housing Project	1 000	R 75 581	N/A	210 units R 12 810	170 units R 10 370	N/A	N/A	
		Mthimude Rural Housing Project	1 000	R 74 810	N/A	270 Units R 12 810	150 units R 9 150	150 units R 9 150	N/A	
		KwaNyuswa Rural Housing Project (Planning)	1 000	R2 819 590.00	N/A	R 12 505	100 units R 9 150	170 units R 10 370	N/A	
UGU DISTRICT MUNICIPALITY		Kwanyuswa Water Scheme - Phase 3 (AFA) MIS 194753	1457 HH	R 13 333 500	N/A	457HH	1000HH	N/A	N/A	Ward 1
		Umtamvuna Water Works Raw Water Upgrade	19225HH	R 11 855 500	N/A	N/A	N/A	19225HH	N/A	

STAKEHOL DER	KPA	PROJECT / PROGRAM MES	TARGET	BUDGET	TIME FRAME					GEOGRAPHI CAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
UGU DISTRICT MUNICIPALITY	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Ezingoleni Bulk Water Extensions Phase 2 (AFA) MIS 210670	740HH	R 5 000 000	N/A	740HH	N/A	N/A	N/A	
DEPARTMENT OF HEALTH		Kwa Nikwe	New Clinic	R 12 000 000 – R 22 000 000	N/A	N/A	Construction	N/A	N/A	Ezingoleni
		Mdlazi	New Clinic	R 12 000 000 – R 22 000 000	N/A	N/A	N/A	Construction	N/A	Ezingoleni
		Thorndale Mahlabathini	New Clinic	R 12 000 000 – R 22 000 000	N/A	N/A	N/A	Construction	N/A	Ezingoleni
		Izingolweni	Maternal obstetric unit	R 20 000 000 – R 22 000 000	N/A	N/A	Construction	N/A	N/A	Ezingoleni
DEPARTMENT OF TRANSPORT		Guardrail repairs	Safety Maintenance - Guardrails : Installation P262, P55, P200, P395 - Contract 1	750 000	N/A	Maintenance &Installation	N/A	N/A	N/A	Izingolweni
		Guardrail repairs	Safety Maintenance - Guardrails : Installation P262, P55, P200, P395 - Contract 2	750 000	N/A	Maintenance &Installation	N/A	N/A	N/A	Izingolweni
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Guardrail repairs	Safety Maintenance - Guardrails : Installation P61, P59, D907	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	Izingolweni
		Guardrail repairs	Safety Maintenance - Guardrails : Installation D165	1 000 000	N/A	Maintenance &Installation	N/A	N/A	N/A	Izingolweni
		Road Marking & Studs	Safety Maintenance -	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	Izingolweni

STAKEHOLDER	KPA	PROJECT / PROGRAM MES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT		Installation of Road Studs on P200 & P395							
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P3 & P55	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P61 & P262	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P198 & P197	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Road Marking & Studs	Safety Maintenance - Road Marking P200, P395, P3, P55, P61, P262, P198, P197	2 200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Blacktop Patching	Blacktop Patching on P3, P200, P395	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Blacktop Patching	Blacktop Patching on P262, P55, P197, P198	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Blacktop Patching	Blacktop Patching on P61, P58, P59	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Blacktop Patching	Blacktop Patching on P3, P200, P395	1 500 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Blacktop Patching	Blacktop Patching on	1 500 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni

STAKEHOLDER	KPA	PROJECT / PROGRAM MES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
			P262, P55, P197, P198							
		Blacktop Patching	Blacktop Patching on P61, P58, P59	1 098 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Blacktop Patching	Blacktop Patching on D1014	10 000 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Routine Maintenance of regularly /warning signs	600 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
		Routine Maintenance of regulatory signs/warning signs	Installation of signs	200 000	N/A	Maintenance & Installation	N/A	N/A	N/A	Izingolweni
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	New Gravel Road	Weseli Road	1 150 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		New Gravel Road	Mgudlwa Road	2 500 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		New Gravel Road	Mavungo Road changed to Gqoko Road	1 350 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		New Gravel Road	Access Road To School	3 086 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		New Causeway	Bhidla Causeway	1 650 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		New Causeway	A2486 Causeway	1 650 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		New Causeway	Mthembu Causeway	265 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		New Causeway	Chief Causeway	265 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Routine Maintenance-Blading	Blading	1 500 000	N/A	Maintenance & Blading	N/A	N/A	N/A	Izingolweni
		Routine Maintenance-Blading	Blading	950 000	N/A	Maintenance & Blading	N/A	N/A	N/A	Izingolweni
		Routine	Blading	950 000	N/A	Maintenance &	N/A	N/A	N/A	Izingolweni

STAKEHOLDER	KPA	PROJECT / PROGRAM MES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
		Maintenance-Blading				Blading				
		Routine Maintenance-	Drain Cleaning - P61, P58	200 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Drain Cleaning - P61, P59	200 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Drain Cleaning - P395, P200	200 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Drain Cleaning - P395, P200, P262	200 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Routine Maintenance	Drain Cleaning - P395, P464	200 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Drain Cleaning - P200, P464	200 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Drain Cleaning - P200, P464 & P395	800 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Pipe De-Silting - P200, P262 & P395	200 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Pipe De-Silting - P61, P58	200 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Drain Cleaning P61	650 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Drain Cleaning P200	650 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Drain Cleaning P55	650 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Drain Cleaning P59	650 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Patch Gravelling	Patch Gravelling	1 052 168	N/A	Gravelling	N/A	N/A	N/A	Izingolweni

STAKEHOLDER	KPA	PROJECT / PROGRAM MES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
			D927, D1032							
		Patch Gravelling	Patch Gravelling D927, D812, D251	1 052 168	N/A	Gravelling	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Information and Direction Sign	500 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
		Routine Maintenance	Fencing and km Posts	300 000	N/A	Maintenance	N/A	N/A	N/A	Izingolweni
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Re-gravelling	Betterment and Gravelling of Road P262-1	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	Izingolweni
		Re-gravelling	Betterment and Gravelling of Road P262-2	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	Izingolweni
		Re-gravelling	Betterment and Gravelling of Road P262-3	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	Izingolweni
		Re-gravelling	Betterment and Gravelling of Road D915	1 350 000	N/A	Re-gravelling	N/A	N/A	N/A	Izingolweni
		Re-gravelling	Betterment and Gravelling of Road D419	810 000	N/A	Re-gravelling	N/A	N/A	N/A	Izingolweni
		Re-gravelling	Betterment and Gravelling of Road D688	1 125 000	N/A	Re-gravelling	N/A	N/A	N/A	Izingolweni
		Re-gravelling	Betterment and Gravelling of Road D908	2 025 000	N/A	Re-gravelling	N/A	N/A	N/A	Izingolweni
		Re-gravelling	Betterment and Gravelling of Road D689	900 000	N/A	Re-gravelling	N/A	N/A	N/A	Izingolweni
		Re-gravelling	Betterment and Gravelling of Road D595	900 000	N/A	Re-gravelling	N/A	N/A	N/A	Izingolweni
		Re-gravelling	Betterment	1 425 000	N/A	Re-gravelling	N/A	N/A	N/A	Izingolweni

STAKEHOLDER	KPA	PROJECT / PROGRAM MES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
			and Gravelling of Road D1083							
		Concrete Road	Concrete of Road D861	4 000 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Tarred road	Black topping of D904	120000 00					Planning phase	
		Concrete Road	Concrete of Road D916	2 400 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Concrete Road	Concrete of Road D902	2 400 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Construction of Headwalls	Construction of Headwalls - D940,D942,A 5007,D947	200 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Construction of Headwalls	Construction of Headwalls - D943,D868,D 1091,D1092	200 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Construction of Headwalls including material	Construction of Headwalls - D901,D1096, D1084	700 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Re-gravelling	Betterment and Gravelling on Various Roads	4 415 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Construction of Headwalls	Construction of Headwalls - Contract 1	200 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Construction of Headwalls	Construction of Headwalls - Contract 2	200 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Special Maintenance	Bridge Joints Repair/Replacement	500 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Special Maintenance	Handrail Replacements	750 000	N/A	Construction	N/A	N/A	N/A	Izingolweni
		Special Maintenance	Minor Structure Replacements	1 508 000	N/A	Construction	N/A	N/A	N/A	Izingolweni

STAKEHOLDER	KPA	PROJECT / PROGRAM MES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPT. OF RURAL DEVELOPMENT & LAND REFORM		Clothier	Recapitalisation & Development	R1,000,000.00	N/A	Livestock & production inputs	N/A	N/A	N/A	Ezingoleni
EZINQOLENI MUNICIPALITY	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Kwanyuswa Sport Centre	Developed Sport Centre	R 3 000 000.00	Construction	N/A	N/A	N/A	N/A	01
		Wosiyane Community Hall	Community Hall	R 3 000 000.00	Construction	N/A	N/A	N/A	N/A	01
		Mazambane Access Road	2.3 Kms established	R 1 800 000.00	N/A	2.3 Kms	N/A	N/A	N/A	01
		Thafeni Access Road	1.6 Kms established	R 1 200 000.00	N/A	1.6 Kms	N/A	N/A	N/A	01
		Highland – Khawula Access Road	1.5 Kms established	R 912 000.00	N/A	1.5 Kms	N/A	N/A	N/A	01
		Mbeni Community Hall	Community Hall	R 3 000 000.00	Construction	N/A	N/A	N/A	N/A	02
		Nhlanhlane Access Road	2.1 Kms established	R 1 300 000.00	2.1 Kms	N/A	N/A	N/A	N/A	02
		Mkhumbane – Jam Ntshebe Access Road	1.3 Kms established	R 2 400 000.00	1.3 Kms	N/A	N/A	N/A	N/A	03
		Church of life – Ndlovu Access Road	1.4 Kms established	R 1 349 600.00	1.4 Kms	N/A	N/A	N/A	N/A	03
		Zakheni – Qhoga Road	2.8 Kms established	R 1 100 000.00	2.8 Kms	N/A	N/A	N/A	N/A	03
		Ngwenya & Nduna Maphumulo Access Road	2.3 Km established	R 1 100 000.00	N/A	2.3 Kms	N/A	N/A	N/A	03
EZINQOLENI MUNICIPALITY	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Mdlazi Causeway	100 m span established	R 444 600.00	N/A	100 m span	N/A	N/A	N/A	03
		Thembalesizwe Causeway	100 m span established	R 399 000.00	N/A	100 m span	N/A	N/A	N/A	03
		Electrification	71 Households Electrified	R 2 000 000.00	71 Households Electrified	N/A	800 Households	N/A	N/A	1, 4 & 5

STAKEHOLDER	KPA	PROJECT / PROGRAM MES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
				15mil			Electrified			
		Nqabeni – Celebane Access Road	2.1 Kms established	R 2 100 000.00	N/A	2.1 Kms	N/A	N/A	N/A	04
		Eskhaleni – Esjadwini	1.9 Kms established	R 1 200 000.00	N/A	1.9 Kms	N/A	N/A	N/A	04
		Shayamoya Causeway – Mvolozzi School	100mspan established	R 399 000.00	N/A	100 m span	N/A	N/A	N/A	04
		Nkwanyana – Bhuka Access Road	2.2 Kms established	R 1 500 000.00	N/A	2.2 Kms	N/A	N/A	N/A	05
EZINQOLENI MUNICIPALITY	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Ntonga – Nkonjeni Access Road	5 Kms established	R 2 100 000.00	N/A	5 Kms	N/A	N/A	N/A	05
		Bhuka (Munga) Sport Field	Developed Sport Field	R 2 000 000.00	Construction	N/A	N/A	N/A	N/A	06
		Khandalesizwe School Access Road	1.7 Kms established	R 1 900 000.00	1.7 Kms	N/A	N/A	N/A	N/A	06
		Maginyimbuzi Access Road	1.8 Kms established	R 787 740.00	1.8 Kms	N/A	N/A	N/A	N/A	06
		Makhanya roads	2 Kms established	R 1 267 200.00	N/A	2 Kms	N/A	N/A	N/A	06
		Diphini causeway	75 m span established	R 399 000.00	N/A	75 m span	N/A	N/A	N/A	06
DEPARTMENT OF ECONOMIC DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	LED Awareness and Capacity Building (Patrick Mbokazi)	500 000		Annual LED Summit	Annual LED Summit	Annual LED Summit	Annual LED Summit	Annual LED Summit	KZN
		Postgraduate and Masters Programme at UKZN (Patrick Mbokazi)			Postgrad and Masters students admitted in UKZN	Postgrad and Masters Students admitted at UKZN				KZN
		Ugu industrial				Feasibility				Ugu

STAKEHOLDER	KPA	PROJECT / PROGRAM MES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
		hub study (BabalwaMapisa)				study to be conducted with recommendations for implementation				
		Women Empowerment conference (Khosimdlatshe)				Women conference				Ugu
		Training on BEE Awareness and Compliance			Training	Training				KZN
DEPARTMENT OF ECONOMIC DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Forestry incubator feasibility study (NathiMatiwane)								
		SMME Business Plans and Pre-finance; SMME Fund; SMME Training and Consultation Services (SinevangeliFikeni)			Ongoing	Ongoing				Ugu wide
		Cooperative registration, training and mentoring (ZaneleMbotho)			Ongoing	Ongoing				Ugu wide

FINANCIAL PLAN

The purpose of the financial plan is to set out details of the financial issues that need to be addressed in a financial year. It is meant to be a tool to highlight any financial shortcomings. Financial planning is the organization of financial data for the purpose of developing a strategic plan to constructively manage revenue, expenditure, assets and liabilities to meet short, medium and long-term goals and objectives. Financial planning is looking at the future and brings it back to the present while you can still do something about it. It is therefore imperative to scrutinize the state of the municipal finances with regards to possible future income sources and the areas where such income is likely to be applied given the present level of backlogs and community priorities. The Financial Plan is a tool that is generally used by municipalities to influence the contents of the IDP so as to ensure that the IDP is actually funded and that Cash is actually available to implement projects in terms of Municipal IDP objectives.

In order to ensure that projects identified in the IDP are implemented through sound financial planning, the municipality needs to ensure that:

A financial plan is developed specifying the projects to be undertaken, the associated time frames within which they are to be completed as well as sources of funding for the projects.

The projects are prioritized in terms of the needs of the community.

Will be included after finalization of the budget

The IDP is linked to financial planning. A financial plan involves producing a medium term (five year) projection of capital and operating expenditure. The projections include an overall overview of likely future tariffs assuming that all other things remain equal.

Budget Summary for 2016/2017

Description R thousands	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<u>Financial Performance</u>										
Property rates	769	2,638	2,157	2,703	2,203	2,203	–	2,335	2,475	2,623
Service charges	–	–	–	–	–	–	–	–	–	–
Investment revenue	1,020	1,702	2,584	1,800	2,100	2,100	–	1,900	1,100	1,200
Transfers recognised - operational	31,196	33,110	39,876	50,283	50,283	50,283	–	51,570	49,159	52,940
Other own revenue	504	881	922	671	1,577	1,577	–	835	632	738
Total Revenue (excluding capital transfers and contributions)	33,488	38,331	45,539	55,457	56,162	56,162	–	56,640	53,365	57,501
Employee costs	10,201	11,545	12,675	14,743	16,231	16,231	–	15,667	16,607	17,604
Remuneration of councillors	2,814	3,010	3,293	3,663	3,663	3,663	–	3,802	4,030	4,313
Depreciation & asset impairment	11,416	9,268	10,361	10,395	10,895	10,895	–	11,558	12,136	12,743
Finance charges	15	1	–	60	100	100	–	66	73	80
Materials and bulk purchases	–	–	–	–	–	–	–	–	–	–
Transfers and grants	784	993	1,360	910	1,700	1,700	–	1,481	1,569	1,666
Other expenditure	11,094	13,210	16,619	25,518	25,383	25,383	–	23,322	18,902	19,847
Total Expenditure	36,323	38,027	44,307	55,290	57,972	57,972	–	55,896	53,318	56,253
Surplus/(Deficit)	(2,835)	304	1,232	166	(1,810)	(1,810)	–	743	47	1,248
Transfers recognised - capital	14,556	15,750	13,505	14,367	15,367	15,367	–	13,402	14,039	14,840
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	11,722	16,054	14,737	14,533	13,557	13,557	–	14,145	14,086	16,088
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	11,722	16,054	14,737	14,533	13,557	13,557	–	14,145	14,086	16,088
<u>Capital expenditure & funds sources</u>										
Capital expenditure	12,741	14,448	18,426	45,150	45,150	45,150	–	14,652	15,539	17,090
Transfers recognised - capital	13,496	14,448	13,505	14,367	14,367	14,367	–	13,402	14,039	14,840
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	–	4,921	30,783	30,783	30,783	–	1,250	1,500	2,250
Total sources of capital funds	13,496	14,448	18,426	45,150	45,150	45,150	–	14,652	15,539	17,090

<u>Financial position</u>										
Total current assets	28,898	38,527	45,332	43,563	27,350	27,350	–	40,756	51,372	65,188
Total non current assets	71,584	77,518	85,702	100,940	128,520	128,520	–	138,168	142,422	148,285
Total current liabilities	5,493	4,687	4,370	4,116	1,702	1,702	–	54	–	–
Total non current liabilities	1,465	1,497	2,157	1,984	2,157	2,157	–	2,309	2,540	2,794
Community wealth/Equity	93,524	109,861	124,507	140,552	151,091	151,091	–	176,561	191,254	210,678
<u>Cash flows</u>										
Net cash from (used) operating	21,443	23,616	22,427	25,353	27,689	27,689	–	25,238	26,139	29,159
Net cash from (used) investing	(12,711)	(14,836)	(18,448)	(45,150)	(45,150)	(45,150)	–	(14,652)	(15,539)	(17,090)
Net cash from (used) financing	(597)	(18)	546	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	27,892	36,624	41,149	20,093	23,513	23,513	–	34,099	44,700	56,768
<u>Cash backing/surplus reconciliation</u>										
Cash and investments available	27,862	36,624	40,974	41,254	23,513	23,513	–	34,099	44,700	56,768
Application of cash and investments	4,569	2,836	2,008	462	(4,413)	(4,413)	–	(4,852)	(5,822)	(8,314)
Balance - surplus (shortfall)	23,293	33,788	38,966	40,793	27,926	27,926	–	38,951	50,522	65,082
<u>Asset management</u>										
Asset register summary (WDV)	71,584	77,669	325	45,372	45,400	250	14,724	14,724	15,575	17,090
Depreciation & asset impairment	11,416	9,268	10,361	10,395	10,895	10,895	11,558	11,558	12,136	12,743
Renewal of Existing Assets	–	–	–	13,500	13,500	13,500	13,500	500	–	–
Repairs and Maintenance	360	732	1,438	2,900	2,600	2,600	3,885	3,885	4,250	4,580
<u>Free services</u>										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	763	763	763	–	–	809	857
<u>Households below minimum service level</u>										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

HIGHLIGHTS OF OPERATING EXPENDITURE

Employee Related Costs

The employee related costs comprises 33% of the total operating budget. The primary reason for the increase is the pension contribution of 35%, an annual increment of 6.95% including the notch increases

Remuneration of Councillors

A 6.95% increment for Councilor's remuneration is provided for.

Working Capital Reserve

This is the provision for doubtful debts as a result of a non-collection level. The 5.5% increase is based on the projected inflation level.

Depreciation

This is a non cash item budgeted for as per the stipulation of the new accounting standards and is funded from backlog depreciation.

Collection costs

R100 000 is the provision for collection costs and legal fees by external parties. The provision has increased due to planned vigorous collection including the use of collection agents.

Repairs and Maintenance

Buildings

The budgeted amount R 250 000 is for the maintenance of municipal buildings.

Vehicles

The 10% increased is provided for due to the high expenditure on maintenance of the waste Truck, mobile library truck, 14 seater Vehicle and Grader and the poor conditions of vehicles.

General Expenses

General Expenses with a Direct Impact on Communities

General Expense Items with an impact on Communities	Budget
Water and Electricity	237
Telephone, Faxes and Data	450
Transport Cost	500
Membership Fees: Municipal Associations	715
Gravelling of Access Roads	900
Printing and Stationery	140

Staff Training	400
Litter Picking and Street Cleaning	800
Local Economic Development	900
Ward Committee Remunerations	495
Accommodation and Travelling	900
Subscriptions, Printings and Publications	300
Grants Expenditure	6 740
Sport and Recreation	682
Special Programmes	55
Disaster Management	200
Public Participation	550
Strategic Planning and PMS	100
Student Support	500
Asset less than Capitalisation Threshold	–
Cleaning and Garding Services	300

CAPITAL EXPENDITURE

Vehicles	1 650
Furniture and Equipment	400
Computers	400
Community Hall	19 300
Sport field	11 500
Roads transport	11 900
Sub Total	45 150

Total Capital

R 45 150

HIGHLIGHTS OF OPERATING INCOME

The sources of funding are important to ensure that the budget is actually funded and cash backed. The

following items
warrant specific
mention:

MIG Funds	
MIG has increased from R 13 987 to R 14 367	R 380
Sub Total	R 380

Interest Income

Interest Income is expected to increase as a result of interest rates, from R 1 757 000 to R 2 050 000.

Equitable Share

Equitable share has been substantially increased by R 9 044 000 from 34 499 000 to R 43 543 000.

Other Operation Income Expected

Equitable Share	43 543 000
MIG	14 367 000
Provincialisation of library Grant	723 000
Municipal Demarcation Grant	1 857 000
EPWP	1 430 000
MSIG	930 000
FMG	1 800 000
TOTAL	R 64 650,000

HIGHLIGHTS OF CAPITAL INCOME

Capital Income	Budget
MIG	R 14 367, 000
TOTAL	R 14 367 000

Ezingoleni 2016/2017 budget

Section 26(h) of the Municipal Systems Act provides that an integrated development plan must reflect a financial plan, which must include a budget projection for at least the next three years.

Ezinqoleni 2016/2017 budget

Section 26(h) of the Municipal Systems Act provides that an integrated development plan must reflect a financial plan, which must include a budget projection for at least the next three years.

Operating Expenditure 2016/2017

OPERATING CATEGORIES	2013/14	2014/15	2015/16	2016/17
Salaries	12 193 000	13 435 000	14 734 000	15 589 000
Councillor Allowance	2 990 000	3 176 000	3 663 000	3 876 000
Repairs and Maintenance	1 515 000	930 000	2 900 000	2 955 000
General Expenses	14 151 000	17 425 000	23 588 000	21 840 000
Depreciation	9 000 000	9 000 000	10 395 000	10 915 000
Grand Total	39 849 000	43 966 00	R 55 280 000	R 55 175 000

CHANGES IN OPERATING EXPENDITURE FROM PREVIOUS FINANCIAL YEAR EXPLAINED

The employee related cost comprises 33% of the total operating budget. A 6.9% increment for Councillor's remuneration is provided. Working Capital Reserve: This is the provision for doubtful debts as results of a non-collection level. The 6% increase is based on the projection. Depreciation: This is a non cash item budgeted for as per the stipulation of the new accounting standards and is funded from backlog depreciation. An increase is based on the on the preliminary 2015/2016 depreciation calculation.

Repairs and Maintenance

Buildings: The budgeted amount is for the maintenance of municipal buildings. Increased as compared to the last financial year's budget. General expenses increased by 35% from R17,425,000 to R23,588,000 due to the percentage change in inflation of 6.0%.

IMPLEMENTATION PLAN

In accordance with the Municipal Systems Act Ezingoleni Municipality would like to promote a culture of performance management among its political and administrative structures, administer its affairs in an economical, effective, efficient and accountable manner and establish a Performance Management system that is:

Commensurate with its resources

Best suited to its circumstances; and

In line with priorities, objectives, indicators and targets contained in this IDP.

The PMS entails a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed. The core components of the system are:

Organisational Performance Management System

Section 57 employees Performance contracts

Employee performance appraisal system

Performance Audit Committee

Annual Report

Quarterly Reports

Public Participation & Customer Satisfaction Surveys

Taking note of the difficulties encountered by under-capacitated municipalities, the DTLGA decided to prepare a PMS Starter Pack Model in 2004 for municipalities in an attempt to further facilitate the development of PMS's in the Province. This Starter Pack Model is designed to show how a municipality can follow a step-by-step approach in developing a simple, introductory system for performance measurement which is cost effective and successful. This introductory system can then be allowed to evolve over time into more sophisticated systems if needed. Ezinqoleni Municipality therefore opted for this starter pack/Simple spread sheet Model to track the implementation of its IDP.

This chapter therefore assigns a level of accountability by municipal administration and council of all the twelve Strategic Objectives and six Development Strategies that are stated below.

Municipal Transformation And Institutional Development Strategy

Basic Service Delivery And Infrastructure Development Strategy

Financial Viability Strategy

Good Governance And Community Participation Strategy

Local Economic Development Strategy Social Cohesion And Cross Cutting Strategy

Spatial and Environmental Management Strategy

The municipality has developed a PMS policy which will provide a framework for performance measurement and managements. This policy is supported by the Organizational scorecard and service delivery and budget implementation plan. These documents will guide the planning, implementation and evaluation of performance. The attached PMS documents include:

2014/2015 annual performance report

2014/2015 AG report and action plan

2012/2017 5 year organizational scorecard

2015/2016 organizational scorecard

2015/2016 SDBIP

Ezingoleni Performance Reporting Mechanism

Service Delivery and Budget Implementation Plan : Held quarterly to council

Mid Year And Performance Budget : January

Performance Report: August

Annual Report: January

Assessment of S54 and S56 Managers : Annually

S54 and S56 Performance Agreements :Month after new financial year

Key Performance Indicators linked to Performance Agreements

Table: reflects KPIs linked to Performance Agreements

KEY PERFORMANCE INDICATORS	OUTPUT
MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	<ul style="list-style-type: none"> • Number of cllr and staff trainings • Organogram of new municipality
BASIC SERVICE AND INFRASTRUCTURE INVESTMENT	<ul style="list-style-type: none"> • Number of halls maintained • No of free Basic service s • Alternative energy implemented
LOCAL ECONOMIC AND SOCIAL DEVELOPMENT	<ul style="list-style-type: none"> • Performance agreements • Monitoring and evaluation of SMMEs • Number of hectare ploughed
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	<ul style="list-style-type: none"> • Reduction of debtors • Clean audit
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	<ul style="list-style-type: none"> • Functionality of ward committees • Municipal newsletter
CROSS CUTTING	<ul style="list-style-type: none"> • Waste management services

APPENDIX

ANCILLARY PLANS (Dependant on relevance to the Municipality's situation)	Status (Existing) Yes/No	Progress to Date Adopted/ Under Development/ Adopted but under Review)	Additional Comments (Challenges or Additional Information)
Ezinqoleni IDP Review Process Plan	Yes	16/17 adopted in August 2015	
Ezinqoleni PMS Policy	Yes	15/16 draft available	
Ezinqoleni Land Use Management System	Yes	Adopted in 2005	
Ezinqoleni Waste Management Plan	No		Contained in the 2015/2016 Ezinqoleni SDBIP
Ugu Water Service Development Plan	Yes		
Ugu Water Resources Plan	Yes		
Ezinqoleni Forestry Plan	No		
Ezinqoleni Integrated Transport Plan	No		
Ezinqoleni Housing Plan	Yes	Adopted in 2007	Reviewed in the 2014/2015 financial year
Ezinqoleni Energy Master Plan (Electricity Master Plan)	No		
Ezinqoleni Local Economic Development Plan	Yes	Adopted in January 2012	Reviewed in the 2014/2015 Financial year
Ezinqoleni capital Investment Plan	Yes	Draft stage	
Area Based Plans (Land Reform)	n/a		
Organisational PMS	Yes	June 2014	Draft 2015/2016 PMS in place (PMS Policy, SDBIP and organisational scorecard)

Ezinqoleni HRD Plan or Strategy	yes		
SDF	yes	January 2011	To be reviewed in 2016/17
Other Ancillary Plan(Pls. Specify)	N/a		
Other Ancillary Plan(Pls. Specify)	N/a		
Ezinqoleni Communication Strategy			
Ezinqoleni Informal Traders Policy	Yes		
Indigent Policy	Yes		
Human Resource Strategy			
ICT Policy			